

## A

## Equality

If people are treated differently from each other in an unfair way, they are **discriminated against**. **Discriminatory** practices might be based on someone's:

- **race**
- **gender**
- **geographic origin**
- **sexual orientation** – heterosexual, homosexual, etc.
- **family status** – married, single, etc.
- **social background** – someone's social class
- **age**
- **education**
- **disability**



For example, if a woman is unfairly treated just because she is a woman, she is a victim of **sexism** at work, **sexist attitudes** or **sex discrimination**. In many organizations, women complain about the **glass ceiling** that allows them to get to a particular level but no further.

**Stereotypical** – fixed and unjustified – ideas about what men and women can do, and about the **roles** – jobs and activities – that they can have, constitute **gender stereotyping**.

If someone is treated unfairly because of their **race** or **ethnicity**, they are a victim of **racial discrimination** or **racism**. Offensive remarks about someone's race are **racist** and the person making them is **a racist**.

Older people discriminated against because of their age are victims of **ageism** and **ageist attitudes**.

In the US, **affirmative action** is when help is given in education and employment to groups who were previously discriminated against. In Britain, affirmative action is known as **equal opportunities**. These actions are also called **positive discrimination** in both countries.

Some companies have an **equal opportunities policy** or **dignity at work policy** covering all the issues above, which is designed to increase **equality** – treating people fairly and in the same way.

## B

## Diversity

Many organizations now aim for **diversity** in the workforce, with policies that encourage **inclusion** – employees from as many different **backgrounds** as possible. This goes beyond equal opportunities, and enables an organization to keep up with **social** and **demographic** changes – changes in the make-up of society and the population as a whole. Examples of such changes include increases in the number of women, older workers, **ethnic minorities** – people from particular countries and racial groups. Organizations are looking for a **diverse workforce**. (See Unit 50 for the importance of diversity in **social reporting**.)

## C

## Word combinations with 'diversity'

<b>diversity</b>	training	teaching employees about the importance of diversity
	initiative	an action designed to increase diversity
	statement	a company's communication about their attitude to diversity
	strategy	a long-term plan for putting diversity into action
	management	how diversity is managed in a company or companies in general
	programme	a series of actions designed to put diversity into practice

## Note

BrE: **programme**; AmE: **program**

In connection with computers, **program** is always used.

**11.1** Complete the table with words from A and B opposite.

Noun	Adjective	Related noun
age		
	racist	
sex		
stereotype		
	diverse	–
discrimination		–
	equal	–
	ethnic	–

**11.2** Complete these sentences with correct forms of expressions from the table in 11.1 above.

- When we first joined the company, our roles were .....: he was the marketing risk-taker and I was the conventional accountant.
- ..... housing policies confined Blacks and Latinos to neighborhoods close to industrial zones.
- ‘Hispanic’ refers to people whose ..... stems from a variety of Spanish-speaking cultures throughout Latin America and the Caribbean.
- They accused lenders in Los Angeles of ‘systematic .....’, saying that blacks were 30 per cent more likely to pay higher interest rates than whites.
- The notoriously ..... computer industry rarely puts 50-somethings on permanent employment contracts.
- The issues that Lucy raised about ..... in the military can affect women after they get out of the military as well.
- The bank has struck a blow for ..... by appointing the first woman executive director to its male-dominated board.
- Allowing employees to take unpaid leave to observe a religious or cultural holiday is one policy used to show that an organization encourages .....

**11.3** Match the two parts of these sentences containing expressions from C opposite.

- |  |   |
|--|---|
| 1 People with stronger ethnic identities were more attracted to organizations that described a diversity | <input type="checkbox"/> a programs is to ask how likely they are to change employee attitudes.   |
| 2 One way to assess the potential effectiveness of diversity   | <input type="checkbox"/> b statements might signal an organization’s concerns about a broader range of differences.                     |
| 3 About 250 state employees attended the diversity   | <input type="checkbox"/> c strategy transparent by having a section on equality and diversity in its annual report.                     |
| 4 The company makes its diversity  | <input type="checkbox"/> d initiative in their recruiting materials than to organizations that did not describe a diversity initiative. |
| 5 Affirmative action statements signal an organization’s attention to race and gender, but diversity     | <input type="checkbox"/> e training seminar, titled ‘How to Work Effectively with Indian Nations and Tribal Members’.                   |

**Over to you**

Give an example of what organizations can do to encourage diversity and inclusion.

## A

**Quality in manufacturing**

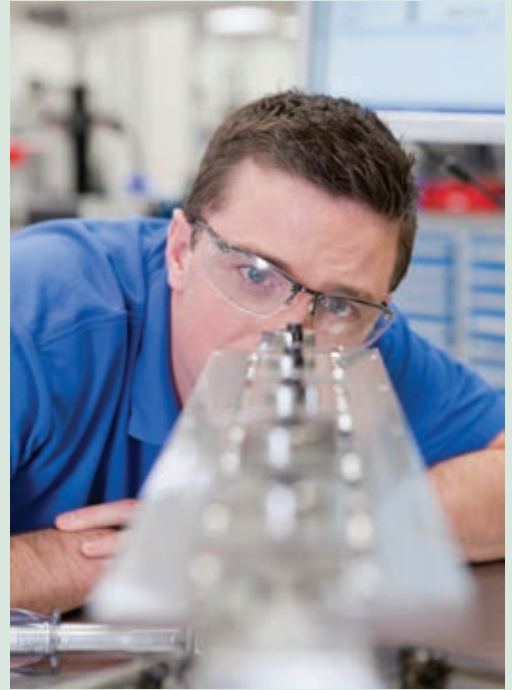
Nick Greer is head of quality at a car component company:

'From the point of view of producers, quality can be seen in terms of **conformity** or **conformance to specification**, which means that the **components** – parts – and the product as a whole are made exactly as designed. In other words, there is **consistency** and **elimination of variation** – no variations – resulting in **zero defects** – no mistakes at all in the manufacturing process. Everything must be done **right first time** to avoid the need for **reworking** – working again on – components in order to correct **faults** and **defects** – mistakes.

'The design for each component embodies the intentions of its designer. So conformity to specification means putting these intentions into practice when we make the components. Put another way, this is elimination of variation.

'We are also inspired by ideas of **employee involvement** – quality should be the concern of everyone in the company.

'Like many ideas in relation to quality, these ideas were first developed in Japan as part of **Total Quality Management (TQM)**, but they have been copied all over the world.'



## B

**Quality in services**

Serena Togliatti is customer relations manager at a large bank:

'In services, there is a parallel situation to the one in manufacturing. But quality can also be seen from the point of view of customers. The service must **satisfy customer needs**. The service received by the customer must be exactly what is planned and intended; mistakes in their accounts, for example, make customers extremely annoyed.

'Quality could be defined in terms of **customer approval** – recognition that we are satisfying customer needs and **customer expectations**. And if we **exceed** – go beyond – those **expectations**, there may even be **customer delight** – extreme satisfaction (see Unit 24).'

## C

**Widening the definition of quality**

However, as Andy Neely points out\*, quality can be seen in wider terms:

- a **performance** – how well the product performs its main function
- b **features** – additional parts or characteristics that the product offers
- c **reliability** – how well the product continues to perform without **breakdowns**
- d **technical durability** – how long the product lasts before becoming technically **obsolete** – out of date
- e **serviceability** – how easy the product is to **service** – maintain and repair
- f **aesthetics** – the **look and feel** of the product
- g **perceived quality** – the customer's judgement of the product's level of quality
- h **value for money** – what the product does in relation to the price paid for it

\* *Business Performance Measurement*, CUP, 2004.

**12.1** Read the article and answer the questions with expressions from A opposite.

## A disciple of Japanese quality management

Order and efficiency are hallmarks of the TVS motorbike factory near Bangalore in southern India. To direct foot traffic, arrows are painted on the shiny shop floor of India's third largest motorcycle maker. Large banners with slogans such as 'Let Us Achieve Zero Defects' and 'Quality is a Way of Life' hang across the bright facility where nearly 2,000 vehicles are built each day on neat assembly lines.

Japan's respect for order has been fully transplanted to this TVS factory in the city of Hosur. Venu Srinivasan, the mild-mannered 55-year-old managing director and chairman of TVS, has indoctrinated the company with the Japanese management strategy of Total Quality

Management (TQM). TVS's turnaround has hinged on principles of attention to process, consistency, transparency and employee involvement.

TQM was launched at TVS in 1989 and is credited with reviving the ailing company. TVS rolled out 923,000 motorbikes last year in India, with sales growing 19 per cent to reach about \$900 million. It recently opened a factory in Indonesia and aims to globalize its business over the next few years.

The scenario before and after TQM reflects how far TVS has come in nearly two decades. Productivity, quality and sales have improved dramatically. Previously, the rate of 'reworking' – remedying parts plagued by faults – was 15 per cent. That figure has fallen to 100 parts per million.

- 1 Which expression refers to a Japanese approach to quality? What is the abbreviation?
- 2 Which two aspects of quality are mentioned along with attention to process and transparency?
- 3 Which two words are used for 'mistakes in manufacturing'?
- 4 What is one of the aims of TVS in relation to these mistakes?
- 5 What problem in the manufacturing process now affects 100 parts per million rather than 150,000 as before?

**12.2** Use correct forms of expressions from A and B opposite to complete this memo.

## CLUB SOLEIL

**Memo** From: Jacqueline Toubon To: All hotel managers

Of course, buying a family holiday is a big investment for a lot of people, both financially and emotionally. We don't just want to satisfy customer needs. We want **(1)** them to be extremely happy.

We want to avoid the situation where things are not what customers were expecting; we want **(2)** standards to be exactly as described. When the hotel does not come up to the description in the brochure, our clients are extremely angry. This means **(3)** avoiding changes or differences in relation to what we promise.

Things may be better than customers thought they would get. For example, the food may be better. This may be a way of going beyond **(4)** what customers were hoping for, but you must keep control of costs.

**12.3** Match the sentences (1–8) with the points in C opposite (a–h).

- 1 We guarantee five years or 200,000 kilometres of trouble-free motoring.
- 2 No other brand gives better performance in this price category.
- 3 It only requires servicing every 40,000 kilometres.
- 4 It has beautiful lines.
- 5 It has heated seats for the driver and the passenger.
- 6 It has the latest engine technology.
- 7 It goes from zero to 100 kilometres per hour in four seconds.
- 8 Customer surveys give us top marks for quality compared to other leading car makes.

### Over to you

What are some of the criteria for quality in your organization (school, company, etc.)?

## A

## Standards and certification

The **International Organization for Standardization** is based in Geneva. It is a network of national **standards institutes** in over 160 countries working in partnership with international organizations, governments, industry, business and consumer representatives.

ISO has developed more than 21,000 **International Standards**, which it says are ‘documented agreements containing **technical specifications** or other precise **criteria** and guidelines to ensure that materials, products, processes and services are **fit – suitable – for purpose**’.

There are two series of standards for management systems:

- the ISO 9000 series on **quality management**, which ‘gives the requirements for **quality management systems** ... the standard for providing assurance about the ability to satisfy quality requirements and to enhance **customer satisfaction in supplier–customer relationships**’.
- the ISO 14000 series on **environmental management** ‘for organizations wishing to operate in an **environmentally sustainable** manner’ (see Unit 51).

Organizations can **apply for certification** to ISO 9001:2015 and ISO 14001:2015. These are **generic standards** that can be applied to any industry.

There are also specific standards for particular industries, for example ISO 9000-3 for computer software.

Note

singular: **criterion**  
plural: **criteria**

## B

## ISO 9000 and others

The ISO 9000 standards put particular importance on:

- a the role of **top management** in setting policies for quality – top managers have to be seen to be involved in quality issues, not leaving this to middle management
- b **statutory** and **regulatory requirements** – for example, the car industry has to pay particular attention to safety and environmental laws, and standards in relation to the components that it uses
- c **measurable objectives** – we have to be able to measure quality and by how much it is improving
- d **resource management** – how you manage the **inputs** to your products, for example in **human resources** and **materials**
- e monitoring **customer satisfaction** – customers are the ultimate judges of quality and we have to constantly check and improve the ‘score’ that they give us
- f **training effectiveness** – the training of our staff is an investment and we have to measure how effective it is in terms of our future profitability
- g **continual improvement** – 100 per cent quality is never achieved and there is always room for improvement (this is what the Japanese call **kaizen**)





**13.1** Look at the expressions in A opposite and complete the table.

	Verb	Noun(s)	Adjective
1		application	applied
2	certify	certificate, .....	certified
3	standardize	....., .....	standardized

**13.2** Complete each sentence using the correct form of the word from the line with the same number in the table in 13.1 above.

- 1 They told us to bring in ISO-approved consultants to check our operations and make our ..... through them.
- 2 The ..... process was very long and we had to provide vast amounts of documentation before we could be .....
- 3 Now we can put the ISO 9000 logo on all our literature. We've ..... all our documentation so that it's clearly visible. Our clients feel reassured – in fact, they love it!

**13.3** Here are some examples of work on quality at a company producing car components. Match each one with an aspect of quality in B opposite.



- 1 All the people in the call centre were sent on a course to develop their sense of teamwork, and this increased sales by 15 per cent.
- 2 The senior managers invited a quality expert to do a consultancy project on production quality.
- 3 The production manager looked at the latest regulations on car safety on a government Ministry of Transport website.
- 4 Employees are always paid bonuses for suggesting improvements, however small.
- 5 The company developed new software to analyze quality data more closely.
- 6 They have checked the quality procedures in place for the components used at all of their suppliers.
- 7 The car firms who buy the company's components are totally satisfied.

### Over to you

Find out about an organization (perhaps your own, or one of its suppliers) that has adopted standards such as ISO 9000. Identify one of the ways in which this has changed the way that the company works.