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karya ini dan pada pandangan saya/ kami* karya ini
adalah memadai dari segi skop dan kualiti untuk tujuan penganugerahan
Ijazah Sarjana Muda Teknousahawan dengan Kepujian’

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Tarikh : 27th May 2014

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ACCREDITATION FOR QUALITY MANAGEMENT SYSTEM:
A CASE STUDY OF INTEGRATED MANAGEMENT SYSTEM (IMS) IN
AUO SUNPOWER SDN BHD

MOHD HAFIZZUDIN BIN MUZAIMI

Laporan ini dikemukakan sebagai
memenuhi sebahagian daripada syarat penganugerahan
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“Saya akui laporan ini adalah hasil kerja saya sendiri kecuali ringkasan dan petikan yang tiap-tiap satunya saya telah jelaskan sumbernya”

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DEDIKASI

Untuk Ibu bapa, keluarga, pensyarah dan rakan-rakan tersayang

PENGHARGAAN

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ABSTRAK

Sejak beberapa dekad yang lalu, banyak syarikat telah mementingkan Sistem Pengurusan Kualiti kerana kualiti adalah keperluan asas untuk daya saing korporat. Baru-baru ini, Sistem Pengurusan Alam Sekitar, ISO 14001 dan Sistem Pengurusan Kesihatan dan Keselamatan Pekerja, ISO 18001 juga perlu dianggap sebagai salah satu sistem pengurusan kualiti tambahan khusus untuk pengurusan selepas ISO 9001 yang telah dilaksanakan. Hubungan ketiga-tiga sistem pengurusan utama ini membawa kepada kewujudan Sistem Pengurusan Bersepadu (SPB) sebagai cara untuk memenuhi keperluan dalam pengurusan kualiti, pengurusan alam sekitar serta pengurusan kesihatan dan keselamatan pekerja. Kajian ini meninjau keberkesanan Sistem Pengurusan Bersepadu bagi meningkatkan kecekapan dalam pengurusan. Selain itu, kajian ini menggunakan kaedah campuran, kuantitatif dan kaedah kualitatif termasuk teknik soal selidik untuk menyiasat perkara berkaitan dan kepentingan untuk AUO SunPower dalam mengenal pasti pemacu, faedah, proses dan halangan bagi pelaksanaan Sistem Pengurusan Bersepadu. Selain itu, disertasi ini juga telah mencadangkan penyelesaian yang inovatif dan praktikal terbaik untuk meningkatkan kecekapan pelaksanaan SPB yang membolehkan syarikat itu untuk mengambil kelebihan maksimum bagi sistem pengurusan yang menyeluruh. Kesimpulannya, Sistem Pengurusan Bersepadu mungkin menjadi praktikal terbaik untuk AUO SunPower Sdn Bhd untuk mengekalkan sistem pengurusan hijau dan menyediakan praktikal yang mampan. Tambahan pula, IMS juga menyokong AUO SunPower untuk menjadi lebih berdaya saing berbanding syarikat-syarikat lain.

ABSTRACT

Over the past few decades, many companies have embraced the Quality Management Systems since quality appears to be the fundamental requirements for corporate competitiveness. Recently, the Environmental Management System, ISO 14001 and Occupational Health and Safety management system, ISO 18001 also need to be considered as one of the additional quality management system dedicated to the management after the ISO 9001 has been implemented. The relations and contacts between the three main management systems lead to the existence of Integrated Management System (IMS) as the way to meet the requirements in quality management, environmental management and occupational health and safety management. This study explored the effectiveness of the Integrated Management System in order to enhance the efficiency in management. Besides, this study used mixed method, quantitative and qualitative method which included the questionnaires technique to investigate the related and importance for AUO SunPower in identifying the drivers, benefits, processes and barriers for the implementation of Integrated Management System. On the other hand, this dissertation also has proposed the innovative solutions and the best practices to enhance the efficiency of the IMS implementation which can enable the company to take the maximum advantages for these comprehensive management systems. As a conclusion, the Integrated Management System might become the best practices for AUO SunPower Sdn Bhd in order to maintain the green management system and provided the sustainability practices. Besides, IMS also support AUO SunPower to be more competitive than the other companies.

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CHAPTER 1

INTRODUCTION

1.0 Introduction

Nowadays, the management in organization become more challenging because needs to consider many different issues and cases in different field. Besides, the effective management in the globalized world also requires the effective, efficient and flexible management systems. These particular factors become one of the major challenges for the management team in developing more efficient management system in the company. There are many similarities and differences among the management system that the teams need to look for in order to make sure the management system become the best quality. For the last ten years, many companies in the world have embraced the quality management system, this is because the quality management in the organization become the fundamental requirement for company competitiveness. Recently, the issues regarding environmental and safety and health introduced the new additional dedicated control procedure.

One best thing to have the interconnection between the management systems is by integrating all main management system to become one coherent system. Bernado et al. (2009) mentions the several studies already indicate that integration is becoming more common than stand alone system, so if the management system need to be integrated, the performances of the system can be maximized and high risk can be reduce. According to the ISO survey (2008), approximately about 983 thousand organizations were certified according to the ISO 9001:2000 standard and 189 thousand organizations to the 14001:2004 standard worldwide. As many organizations today are dealing with several different management standards and corresponding management systems, integration of such system are become more common and compulsory to the organization. According to Zutshi and Sohal (2005), it is imperactive to integrate different management systems to become one system and achieve the full realization of the potential benefits for each individual system. Past few decades seen the emergences of the management systems become the way in order to meet the requirements for quality management, environmental management and occupational health and safety management. Therefore, the integrated management system could be promoted to achieve the best performance in the management system as it can become the total quality approach on the management. Besides it should be possible to use a common structure of policy, objectives control routine, follow up and improvement in general management as all includes in integrated management system.

1.1 Research Questions

In this globalization era, fulfilling the management system is the vital for every company in order to gain advantages in competitiveness. Previously, the entire management system standards are conducted separately. However, nowadays situation requires the management system to be integrated in order to minimize cost, reduce paperwork, and improve the system to become better and also to eliminate the redundancies.

By referring to this researches, the research question that need to be consider in this study include on what are the factors which encourage the use of Integrated Management System (IMS) in AUO SunPower? How to implement the IMS in the company? What are the innovative solutions in order to enhance the efficiency of IMS implementation?

1.2 Research Objectives

The objectives of the study are to investigate AUO Sunpower Sdn Bhd regarding the key factors that encourage the use of Integrated Management System (IMS). Next is examining the strategy to implement the integrated management system in AUO SunPower Sdn Bhd. The other objective is to propose the innovative solution in order to enhance the efficiency of integrated management system implementation.

1.3 Scope

The scope of this project is to investigate the key factors that encourage the use of integrated management system system (IMS) in the company of AUO SunPower Sdn Bhd. This is aimed to know what the reasons that influenced companies in implementing the integrated management system. Besides, the study will also identify the company strategy to implement the IMS. The study is conducted in AUO SunPower Sdn Bhd, Melaka because the company has successfully implemented the IMS for a year.

1.4 Limitation

Two limitations are identified in this study. Firstly, the case study is to identify how AUO SunPower Sdn bhd implements the integrated management system within the company only. Secondly, researcher assumed that all respondents have provided honest and correct answer.

1.5 Summary

The research of the integrated management system is important in order to make sure that the management in the company has effective management system for sustainability practices. Besides, the integrated management system is also one of the incentives for the company to improve the quality management and enhances the efficiency in the management system. The case study in AUO SunPower Sdn Bhd focuses on what are the factors that encourage the use of integrated management system and how the company implementing the Integrated management system. At the end of the study, the innovative solutions are proposed in order to suggest the next improvement regarding the IMS implementation.

CHAPTER 2

LITERATURE REVIEW

2.0 Quality Management

Quality management is all activities that organizations use to control, direct and coordinate quality. These activities are about formulating a quality policy and setting quality objectives. Besides, quality management also includes planning, quality control, quality assurance and quality improvement. According to Robbins and Coulter (2009), the quality management can be a way for an organization to create a sustainable competitive advantage. Therefore, many organizations apply quality management concepts in an attempt to set the company apart from competitors.

2.1 The Needs of Quality Management

According to Samuel and Trevis (2009), the quality management builds more effective personnel policies and practices that when developed, it will benefit all employees in the organization and not just the minority. Besides, the quality management provided also effecting customers satisfactions and sustaining the competitive advantage. On the other hand, the quality management plays the importance roles for the particular organization especially for an organization as it is not only enhances the efficiency in productions and managements but also stabilized the company in the scope of cost effectiveness, global competition and economic factors.

2.2 Integrated Management System

The integrated management system (IMS) is a management system that combines all the components of business into one coherent system and these combinations can lead towards great quality management. The factors that lead to the management system integration are to enable the achievement of the strategic purpose, mission and goals. Therefore, IMS is the integration of the systems that are focusing on quality, environment, and occupational health and safety along with the process, practices and documentations. According to Beckmerhagen et al. (2003) define the integrated management system as a process of putting together different function-specific management systems into a single and more effective integrated management system. Villar (2012) states the integrated management system refers to the actions and the effect of combining or merging the elements of individual managing system.

Villar (2012) also mention this implies that organizations need to take action for sharing tools, methodologies and systematic management of difference areas, and to comply with the different standard or models governing the management systems. There are three main management systems that are integrated:

2.2.1 ISO 9001

ISO 9001 (Quality management System) is a management system to control an organization with the regard to quality, to meet customer's expectation and needs with products that fulfill their requirement (ISO, 2005). ISO 9001 is a specific requirement in the quality management system where an organization should demonstrate their ability to consistently provide quality product that satisfied customers need, applicable statutory and regulatory requirement. Besides, this management system also aims to enhance customer satisfaction through the effective application of the system, involving processes for continuous improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.