

# How the Paradigm of Management Control enables managers to find new directions in Quality Management

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## **Abstract**

The quality management discipline is strongly rooted in business practice. This link with practice has resulted in quality models (like the Business Excellence Models) that appeal to managers and, as a result, have been used widely. Since these quality models make common sense, most people will not question their benefits for improving organisations. However, the quality management discipline has not developed any theories about how different organisational contexts may influence the way in which quality models are used. Recent research has shown that a universalistic approach is inappropriate because quality management is in fact context dependent. The management control discipline has acknowledged the importance of the business context already more than a decade ago, and can provide important insights for quality management. In this article we will discuss these insights and argue why they can benefit quality managers.

**Keywords:** quality management, management control, paradigm.

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