



Management In Practice

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Quality Emergence and Organizational Adaptation: Lessons from the Trenches

Quality management has received lots of attention in the academic and business literature, but the practical application of quality management principles to day-to-day operations must be of paramount interest to those in the business trenches. This study examines quality management at Washington Penn Plastic (WPP), a major U.S.-based producer of custom compounded polyolefin thermoplastics. Interviews, surveys, and available literature were used to assess the company's continual quality improvement philosophy as applied to its manufacturing, marketing, and human resources activities. While a few suggestions for improvement are offered to WPP, the authors found numerous practices and strategies that could benefit other organizations in their search for quality management excellence.

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