

# Book Review : Quality Service Management: A Guide to Improving Business Processes

---

**Petaković, Ema**

*Source / Izvornik:* **Tourism and hospitality management, 2023, 29, 315 - 316**

**Journal article, Published version**

**Rad u časopisu, Objavljena verzija rada (izdavačev PDF)**

<https://doi.org/10.20867/thm.29.2.13>

*Permanent link / Trajna poveznica:* <https://um.nsk.hr/um:nbn:hr:191:271408>

*Rights / Prava:* [Attribution-NonCommercial-ShareAlike 4.0 International/Imenovanje-Nekomercijalno-Dijeli pod istim uvjetima 4.0 međunarodna](#)

*Download date / Datum preuzimanja:* **2025-02-06**



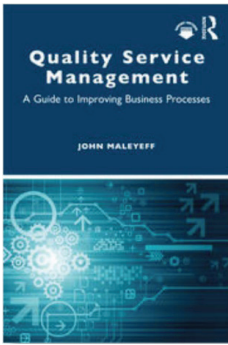
SVEUČILIŠTE U RIJECI  
FAKULTET ZA MENADŽMENT  
U TURIZMU I UGOSTITELJSTVU  
OPATIJA, HRVATSKA

*Repository / Repozitorij:*

[Repository of Faculty of Tourism and Hospitality Management - Repository of students works of the Faculty of Tourism and Hospitality Management](#)



## BOOK REVIEW



### Quality Service Management: A Guide to Improving Business Processes by John Maleyeff

Routledge, Taylor & Francis Group, NEW YORK AND LONDON  
ISBN 9781032057574, ISBN 97810003199014 (eBook)

The book, titled “Quality Service Management: A Guide to Improving Business Processes“ was written in English in 2022 by John Maleyeff, a PhD. Associate Professor. This book, with a total of 202 pages is divided into fifteen parts. The beginning of the book contains information about the author, the contents, illustrations, tables, a preface and acknowledgements. At the end of the book is an index to facilitate navigation. Each chapter contains an introduction and references that support the content of the chapter. The book is focused on implementing quality management in service industries. Both qualitative and quantitative techniques commonly used for quality analysis are described and supplemented with examples and case studies, making the book easy to understand for practitioners, students and professionals.

The first chapter, “*Introduction to service quality management*”, defines the main concepts of quality management of services and the historical development of quality theory. Three levels of quality management are described (control, quality assurance and quality management) as well as Six Sigma and Lean Management to understand the importance of continuous improvement. In the second chapter, “*Process thinking in service quality management*” the author explains the SIPOC mechanism and the Deming System of Profound Knowledge are explained to emphasize the importance of managing business processes. In the chapter “*Service customer needs analysis*” the Critical Incident Method is presented, which translates customer feedback into a relevant and unbiased list of service dimensions. It also uses a case study to show how organizations can use customer feedback to improve their service quality. Chapter four, “*Service quality performance metric development*” defines the main types of performance data used in quality management. Using examples of implementing inspection rules, creating metrics and collecting data for different processes, the author illustrates the importance of assessing the ability of a process to meet the needs of customers. The chapter “*Customer satisfaction survey development*” explains how to conduct a customer satisfaction survey and how to motivate customers to participate. The sixth chapter, “*Basic tools for service quality analysis*”, emphasizes the importance of data collection and presents eight quality tools, for each of which examples are given. These include flow charts, fishbone diagrams, control sheets, Pareto charts, scatter diagrams and contingency tables. Complementing the previous chapter, the seventh chapter “*Statistical tools for service quality analysis*” provides an overview of statistical tools for service quality analysis. The chapter analyses run charts to assess process variation over time and histograms to assess the pattern of process variation. “*Theoretical foundations of statistical quality analysis*”, is the eighth chapter and focuses on statistical quality analysis within the process-oriented approach to quality management. Three probability models are explained (binomial, Poisson and normal models) and examples are given for effective analysis of process performance data are given. Chapter nine, “*Service process stability analysis*”, explains the use of control charts to improve processes and maintain service quality. The chapter provides a framework for implementing proportion (P) and unit (U) control charts and includes examples of measurement data. Chapter ten, “*Service process capability analysis*”, explains the process for conducting a process capability analysis (PCA), also known as statistical benchmarking. The chapter “*Service reliability and intervention analysis*” introduces the concept of service reliability, which refers to the successful delivery of services under specific circumstances. The chapter focuses on improving service processes through the application of tools such as FMEA analysis, 5S, Poka Yoke and standardizing work procedures, these methods share a common goal of identifying and reducing defects. Chapter twelve “*Quality improvement foundations*” introduces the foundation of quality improvement and most common Continuous Improvement programs such as TQM, Six Sigma and Lean Management are explained. The chapter “*Quality improvement project management*” provides an overview of an improvement tool known as the DMAIC Framework, which is based on the well-known PDCA cycle used worldwide. Case studies are used to explain the individual steps of the DMAIC framework. The focus of the chapter “*Quality system creation and deployment*” is on the establishment and implementation of a quality management system in a service organization. It explains the crucial pillars of a quality management system and the responsibilities and roles of each department to ensure successful implementation. The final chapter, “*Quality Improvement with remote collaboration*”, builds on the aspects already explained and focuses on the common challenges as well as the opportunities that arise when creating improvement projects in virtual environments with dispersed and culturally diverse participants.

This book on quality management is a comprehensive guide for service-oriented organizations in the financial, healthcare, and hospitality industries. Aimed at professionals at all levels as well as students, it guides the reader through a set of principles and tools, accompanied by case studies that illustrate how they are applied in different environments. The book approaches the

quality management system from a process-oriented perspective, focusing on understanding process thinking, the importance of customer satisfaction and the basic tools of service quality analysis and statistical tools. The book also focuses on continuous improvement as a crucial activity for any quality management oriented organization.

**Ema Petaković**, Phd Student  
University of Rijeka  
Faculty of Tourism and Hospitality Management, Opatija  
Department of Quality and Controlling  
E-mail: [ema.petakovic@fthm.hr](mailto:ema.petakovic@fthm.hr)

Petaković, E. (2023). [Review of the book *Quality Service Management: A Guide to Improving Business Processes*, by John Maleyeff]. *Tourism and Hospitality Management*, 29(2), 315-316, <https://doi.org/10.20867/thm.29.2.13>