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**Author**

KLEIJNEN, Jan

**Title**

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**Abstract**

This qualitative research examines the similarities and differences between three teaching departments within Universities of Applied Sciences (UAS) in the Netherlands that provide effective and three that provide less effective quality management. What are staff members' conceptions and perceptions of quality, quality management and organisational values and how do they connect? Per department three semi-structured interviews were conducted. Within all departments the conceptions of quality and the preferred organisational values are quite similar: quality is seen as continuous improvement of education and human relations values are preferred. The differences concern practice. In contrast with less effective departments, effective departments have a structured quality management that is closely connected with day-to-day work and results in improvements. In addition, these effective departments realise the organisational values they prefer, whereas less effective ones fail to do so. The recommendation is to work on a culture that involves cooperation, open communications, flexibility and external orientation and the close involvement of quality

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management in the regular work of staff. (HRK / Abstract übernommen)