

**Stakeholder Satisfaction Driven Quality Management in Higher Education**

How the voice of stakeholders can be considered to improve Quality Management Systems of Higher Education Institutions

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# Stakeholder Satisfaction Driven Quality Management in Higher Education

# Abstract

# INTRODUCTION [10-15]

## Background on Higher Education Management (JPSZ) [2-3]

## The Role of Stakeholders in Higher Education (JPSZ) [2-3]

**1. Introduction: Reframing Quality Through a Stakeholder Lens**

📝 **Target: ~100–120 words**

**Focus:**

* Open with the changing context of higher education (complexity, accountability, evolving societal needs).
* Emphasize that *quality* is no longer a closed, internal function but shaped by diverse actors.
* State the **purpose** of the chapter clearly:

*“This chapter introduces the role of stakeholders in higher education quality management, explaining why their inclusion is essential to building responsive and sustainable institutions.”*

**2. Understanding Stakeholders and Their Influence**

📝 **Target: ~150–170 words**

**Focus:**

* Define who stakeholders are in the HEI context: students, staff, alumni, employers, funders, society.
* Explain how each group interacts with institutions and evaluates “quality” from different standpoints.
* Introduce the idea that this diversity adds complexity but also value to the quality management process.
* Include a **short example**, e.g., students contributing to course design, employers shaping curriculum relevance.

**3. Why Stakeholder Engagement Matters for Quality Management**

📝 **Target: ~180–200 words**

**Focus:**

* Explain that traditional quality assurance (focused on internal compliance or performance) is insufficient.
* Introduce **Total Quality Management (TQM)** principles (continuous improvement, inclusion, systems thinking).
* Link to **stakeholder theory** (Freeman) and **ISO 21001** (Clause 4.2, etc.) to show how modern standards embed stakeholder engagement.
* Highlight that institutions that listen and adapt to stakeholder feedback foster legitimacy, trust, and relevance.

**4. Looking Ahead: Stakeholders as Strategic Partners in Quality**

📝 **Target: ~100–120 words**

**Focus:**

* Argue that stakeholder input should be integrated not just during evaluation, but in planning and strategy.
* Emphasize the **leadership role** in building inclusive systems and quality culture.
* End with a **forward-looking sentence** linking to upcoming chapters (e.g., stakeholder theory, communication, quality systems):

*“The following chapters will explore how institutions can build systems that not only meet quality standards but co-create them with those they serve.”*

## Importance of Stakeholders Satisfaction (JPSZ) [2-3]

## Overview of Quality Management in Higher Education (PGR)

## Objectives and Structure of the Monograph (PGR)

# Understanding Stakeholder Satisfaction in Higher Education [25-30]

## Definition of Stakeholders in Higher Education (JPSZ) [7-8]

## Key Stakeholder Groups for HEI (JPSZ) [7-8]

## Expectations and Needs of Stakeholder Groups (JPSZ) [6-7]

## Methods for Measuring Stakeholder Satisfaction (JPSZ) [6-7]

# Foundations of Quality Management [40-60]

## The Concept of Quality (PGR)

## Category of Excellence (PGR)

## The Quality Assurance Approach (PGR)

## Quality Culture (PGR)

# Quality Management Concepts and Methodologies for Higher Education [40-60]

## Total Quality Management (TQM) as the Basis of Improvement (PGR)

## Lean Management (PGR)

## Six Sigma and Lean Six Sigma (PGR)

## Normative Management Systems (PGR)

# Applying Quality Management to Enhance Stakeholder Satisfaction [30-40]

## Aligning Quality Management Approaches with Stakeholder Needs (JPSZ) [7-9]

## Integration of Quality Management Systems in Higher Education Institutions (JPSZ) [7-9]

## Stakeholder Satisfaction Driven Quality Management (JPSZ) [12-16]

## Challenges and Best Practices (JPSZ) [5-7]

# Conclusion [10-15]

## Summary of Key Points (JPSZ) [4-6]

## Implications for Higher Education Management (JPSZ) [3-5]

## Recommendations for Future Research (JPSZ) [3-4]

# Bibliography

# Annexes