

Piotr Grudowski, Jan Paweł Szeffler

STAKEHOLDER SATISFACTION DRIVEN QUALITY MANAGEMENT IN HIGHER EDUCATION

Gdańsk 2025

GDAŃSK UNIVERSITY OF TECHNOLOGY PUBLISHERS
CHAIRMAN OF EDITORIAL BOARD
Dariusz Mikielewicz

EDITOR OF SCIENTIFIC PUBLICATIONS
Michał Szydlowski

REVIEWERS
Piotr Rogala
Elżbieta Skrzypek

LAYOUT AND COVER DESIGN
Ireneusz Jelonek

Published under the permission
of the Rector of Gdańsk University of Technology

Gdańsk University of Technology publications may be purchased at
<https://sklep.pg.edu.pl/en/>

No part of this publication may be reproduced, transmitted, transcribed,
stored in a retrieval system or translated into any human or computer language
in any form by any means without written permission of the copyright holder.

© Copyright by Gdańsk University of Technology Publishing House, Gdańsk 2025

ISBN 978-83-7348-948-6 (paperbook)
ISBN 978-83-7348-949-3 (e-book)

Content

1. INTRODUCTION	5
1.1. Background on Higher Education Management.....	5
1.2. The Role of Stakeholders in Higher Education	7
1.3. Importance of Stakeholders Satisfaction	9
1.4. Overview of Quality Management in Higher Education	11
1.5. Objectives and Structure of the Monograph.....	13
2. Understanding Stakeholder Satisfaction in Higher Education.....	15
2.1. Definition of Stakeholders in Higher Education.....	15
2.2. Key Stakeholder Groups for HEI	23
2.3. Expectations and Needs of Stakeholder Groups.....	28
2.4. Methods for Measuring Stakeholder Satisfaction.....	31
3. Foundations of Quality Management.....	36
3.1. The Concept of Quality.....	36
3.2. Category of Excellence.....	43
3.3. The Quality Assurance Approach	50
3.4. Quality Culture	60
4. Quality Management Concepts and Methodologies for Higher Education	67
4.1. Total Quality Management (TQM) as the Basis of Improvement	67
4.2. Lean Management	69
4.3. Six Sigma and Lean Six Sigma	73
4.4. Normative Management Systems.....	77
5. Applying Quality Management to Enhance Stakeholder Satisfaction.....	86
5.1. Aligning Quality Management Approaches with Stakeholder Needs	87
5.2. Integration of Quality Management Systems in Higher Education Institutions	92
5.3. Stakeholder Satisfaction Driven Quality Management Model.....	96
5.4. Challenges and Best Practices	110
6. Conclusion	118
6.1. Summary of Key Points.....	118
6.2. Implications for Higher Education Management	120
6.3. Recommendations for Future Research.....	122
Bibliography	124
Annex.....	138