

**Cross-Referencing Organizational Processes Specified by Baldrige Award  
Criteria and Suggested by AACSB Standards**

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## **Abstract**

This paper identifies and cross references the organizational processes that are specified by the Criteria for Performance Excellence that have been developed for the Malcolm Baldrige National Quality Program and those processes that are suggested in the accreditation standards of the Association to Advance Collegiate Schools of Business (AACSB). The purpose of the Baldrige Criteria is to improve national competitiveness by advancing effective organizational performance for both business and not-for-profit entities. The purpose of the AACSB Accreditation Standards is to ensure quality and continuous improvement in collegiate business education. This paper identifies and systematically registers instances of overlap and omission between these two paradigms of organizational quality management.