



THE WORLD BANK

Raising and Accelerating MSME Performance (RAMP)

Business Management Trainings

Quality Management Module



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QUALITY MANAGEMENT

PROGRAM SCHEDULE

COURSE CURRICULUM

NOTES



PROGRAM SCHEDULE

One-Day Training on Quality Management for Aspiring and Existing Entrepreneurs

Time: 10:00 AM – 5:00 PM

Program Schedule

9:30 AM – 10:00 AM

Registration

Participants arrive, register, and receive materials for the training program.

Session 1: Introduction to Quality Management

Time: 10:00 AM – 11:30 AM

Topics Covered:

- Definition and Importance of Quality Management in Business.
- Key Concepts: Quality Control, Quality Assurance, and Continuous Improvement.
- Introduction to ISO Standards and Industry Best Practices.
- The Role of Entrepreneurs in Ensuring Quality in Products and Services.

Interactive Activity:

- Group discussion on how quality management can create value for small businesses.

11:30 AM – 11:45 AM

Tea Break



Session 2: Tools and Techniques for Quality Control

Time: 11:45 AM – 1:15 PM

Topics Covered:

- Introduction to Quality Management Tools (e.g., Pareto Chart, Fishbone Diagram, Control Charts).
- Process Mapping and Root Cause Analysis.
- Introduction to Six Sigma and Lean Management Concepts.
- Setting Quality Standards and Metrics for Business Operations.

Practical Exercise:

- Participants apply a basic quality management tool (e.g., Fishbone Diagram) to solve a business problem.

1:15 PM – 2:15 PM

Lunch Break

Session 3: Quality Assurance and Continuous Improvement

Time: 2:15 PM – 3:30 PM

Topics Covered:

- Understanding Quality Assurance: Establishing Systems and Processes.
- Implementing Continuous Improvement in Small Businesses (Kaizen).
- Monitoring Customer Feedback and Driving Improvements.
- Developing a Quality Assurance Plan for Entrepreneurial Ventures.



Group Activity:

- Participants work in teams to develop a quality assurance framework for a sample business.

3:30 PM – 3:45 PM

Tea Break

Session 4: Building a Culture of Quality in Entrepreneurial Ventures

Time: 3:45 PM – 5:00 PM

Topics Covered:

- Creating a Quality-Driven Organizational Culture.
- Employee Training and Engagement in Quality Initiatives.
- Measuring Quality Performance: KPIs and Dashboards.
- Leadership's Role in Fostering a Commitment to Quality.

Final Activity:

- Case study discussion on real-world quality management success stories from small businesses.
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5:00 PM

Closing Remarks and Certificate Distribution

- Summary of the day's sessions, participant acknowledgments, and distribution of certificates.
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This schedule ensures a balanced mix of theoretical knowledge, practical exercises, and interactive discussions to provide a comprehensive understanding of quality management for entrepreneurs.



COURSE CURRICULUM

Quality Management

Objectives

The course aims to:

- Provide entrepreneurs with a solid foundation in quality management principles.
 - Equip participants with practical tools and techniques for ensuring quality in products and services.
 - Promote a culture of continuous improvement in small businesses.
 - Help entrepreneurs understand and implement ISO standards and best practices for quality.
 - Enable entrepreneurs to measure and manage quality effectively, leading to increased customer satisfaction and business success.
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Content

Module 1: Introduction to Quality Management

- **Definition and Importance of Quality Management:**
 - Understanding the role of quality management in business growth and sustainability.
 - How effective quality management leads to customer satisfaction, loyalty, and competitive advantage.
- **Key Concepts in Quality Management:**
 - Quality Control (QC), Quality Assurance (QA), and Continuous Improvement (CI).
 - Differences between QC and QA and the importance of both in business operations.



- **Introduction to ISO Standards and Industry Best Practices:**
 - Overview of ISO 9001 and other relevant quality standards.
 - How adhering to industry best practices enhances credibility and performance.
- **Role of Entrepreneurs in Quality Management:**
 - The critical responsibility of entrepreneurs in implementing quality measures across their business processes.

Activity:

- Group discussion on how quality management can add value to small businesses and improve customer satisfaction.
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Module 2: Tools and Techniques for Quality Control

- **Introduction to Quality Management Tools:**
 - Overview of essential tools: Pareto Chart, Fishbone Diagram, Control Charts, and Check Sheets.
 - How each tool helps identify, analyze, and solve quality issues in business operations.
- **Process Mapping and Root Cause Analysis:**
 - Techniques for mapping business processes to detect inefficiencies and quality issues.
 - Introduction to Root Cause Analysis for identifying underlying problems.
- **Six Sigma and Lean Management Concepts:**
 - Overview of Six Sigma methodology and Lean Management principles for waste reduction.
 - How these methodologies drive efficiency and quality in business operations.
- **Setting Quality Standards and Metrics:**
 - How to establish quality standards and define key metrics for measuring quality.
 - The role of these metrics in monitoring and improving business performance.



Exercise:

- Participants will apply a basic quality management tool (such as a Fishbone Diagram) to solve a business problem related to quality improvement.
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Module 3: Quality Assurance and Continuous Improvement

- **Understanding Quality Assurance:**
 - The importance of creating systems and processes that ensure consistent product and service quality.
 - Key components of a robust quality assurance plan.
- **Implementing Continuous Improvement (Kaizen):**
 - Introduction to Kaizen (small, continuous improvements) and how it fosters a culture of quality.
 - Steps for implementing Kaizen in small businesses for continuous enhancement.
- **Monitoring Customer Feedback and Driving Improvements:**
 - Techniques for gathering and analyzing customer feedback to improve products and services.
 - Using customer insights to drive quality improvements.
- **Developing a Quality Assurance Plan for Entrepreneurial Ventures:**
 - How to create a simple, actionable quality assurance plan tailored to a small business.

Group Activity:

- Teams will collaborate to develop a quality assurance framework for a sample entrepreneurial venture, considering practical steps for implementation.
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Module 4: Building a Culture of Quality in Entrepreneurial Ventures

- **Creating a Quality-Driven Organizational Culture:**
 - The importance of fostering a culture where quality is a core value and shared responsibility.
 - Strategies for promoting quality within all aspects of the business.
- **Employee Training and Engagement in Quality Initiatives:**
 - How to engage employees in quality initiatives and ensure their involvement in maintaining high standards.
 - The role of training programs in enhancing quality skills among employees.
- **Measuring Quality Performance:**
 - Key Performance Indicators (KPIs) and Dashboards for monitoring quality performance.
 - How to interpret and use KPIs to assess quality and business outcomes.
- **Leadership's Role in Quality Commitment:**
 - The critical role of leadership in driving and maintaining a commitment to quality.
 - How to lead by example and empower employees to uphold quality standards.

Final Activity:

- A case study discussion on real-world quality management success stories from small businesses, highlighting challenges and strategies for overcoming them.

Structure

The course is organized into four modules:

1. **Introduction to Quality Management**
2. **Tools and Techniques for Quality Control**
3. **Quality Assurance and Continuous Improvement**
4. **Building a Culture of Quality in Entrepreneurial Ventures**



Teaching Methods

The course utilizes:

- **Lectures:** To explain key principles and concepts of quality management.
- **Interactive Discussions:** For sharing experiences and clarifying ideas on quality management in small businesses.
- **Practical Exercises:** Hands-on activities to apply quality management tools and techniques.
- **Group Work:** Collaborative tasks to simulate real-world quality management scenarios.
- **Case Studies:** In-depth analysis of successful quality management practices in small businesses.

Assessment Methods

Participants will be assessed through:

- **Practical Exercises:** Applying quality management tools to business problems.
- **Group Activities:** Developing and presenting quality assurance frameworks and solutions.
- **Participation:** Engaging in discussions, sharing insights, and contributing to activities.

Learning Outcomes

By the end of the course, participants will:

1. Understand the core principles of quality management and its significance for business success.
2. Be able to use key quality management tools to identify, analyze, and resolve quality issues.



3. Develop a continuous improvement mindset and implement Kaizen strategies in the
4. ir businesses.
5. Be capable of creating and managing a quality assurance plan for their ventures.
6. Learn how to foster a culture of quality within their organization and engage employees in quality initiatives.
7. Understand the importance of leadership in sustaining a commitment to quality and how to measure quality performance using KPIs.

Target Audience: Aspiring and existing entrepreneurs who want to learn how to implement quality management principles, tools, and systems to enhance their products, services, and overall business operations.

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Session 1: Introduction to Quality Management

Definition and Importance of Quality Management in Business

1. What is Quality Management?

- The process of ensuring that a business consistently delivers products or services that meet customer expectations and comply with relevant standards.

2. Key Goals of Quality Management:

- Enhance customer satisfaction.
- Improve operational efficiency.
- Increase competitiveness in the market.
- Build brand reputation and trust.

3. Why is Quality Management Important for Businesses?

- Ensures consistent delivery of high-quality products/services.



- Reduces costs associated with defects, rework, and returns.
 - Helps meet regulatory and industry standards.
 - Boosts customer loyalty and business growth.
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Key Concepts: Quality Control, Quality Assurance, and Continuous Improvement

1. Quality Control (QC):

- Focuses on detecting and correcting defects in products or services.
- Involves inspection and testing during production or delivery.
- Example: Checking product dimensions in manufacturing to ensure they meet specifications.

2. Quality Assurance (QA):

- Focuses on preventing defects by establishing processes and systems.
- Emphasizes creating robust procedures, training, and documentation.
- Example: Developing a standard operating procedure (SOP) to ensure consistent service quality.

3. Continuous Improvement:

- Ongoing efforts to enhance products, services, or processes.
 - Involves identifying areas of improvement and implementing changes incrementally.
 - Frameworks used: **Kaizen** (small, continuous changes) and **Total Quality Management (TQM)** (organization-wide focus on quality).
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Introduction to ISO Standards and Industry Best Practices

1. What are ISO Standards?

- Internationally recognized guidelines to ensure quality, safety, and efficiency.
- Developed by the International Organization for Standardization (ISO).



2. Key ISO Standards for Entrepreneurs:

- **ISO 9001 (Quality Management Systems):** Provides a framework for creating efficient quality management systems.
- **ISO 14001 (Environmental Management):** Helps organizations manage their environmental responsibilities.

3. Benefits of ISO Certification for Entrepreneurs:

- Enhances customer trust and credibility.
- Improves operational efficiency.
- Facilitates market access and compliance with global standards.

4. Industry Best Practices:

- Adopting lean management techniques to reduce waste and optimize resources.
- Establishing feedback loops to incorporate customer suggestions into quality improvement.

The Role of Entrepreneurs in Ensuring Quality in Products and Services

1. Entrepreneurs as Quality Leaders:

- Set the vision and values for quality within the organization.
- Allocate resources and ensure team training for quality initiatives.
- Monitor quality metrics and lead by example.

2. Key Responsibilities:

- Defining quality objectives aligned with business goals.
- Establishing a culture of accountability and ownership among employees.
- Engaging with customers to understand their expectations and improve offerings.

3. Long-Term Impact:

- High-quality products/services lead to customer retention.
 - Quality reputation builds long-term competitive advantage.
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Interactive Activity: Group Discussion on How Quality Management Creates Value for Small Businesses

1. Objective:

- Explore how implementing quality management can directly impact small businesses' success.

2. Discussion Points:

- How can quality control reduce costs and improve customer satisfaction?
- What role does customer feedback play in improving product/service quality?
- How can small businesses leverage ISO standards or best practices for competitive advantage?

3. Outcomes of the Discussion:

- Understanding how quality management ensures consistency in products/services.
- Realizing the cost benefits of reducing defects and inefficiencies.
- Gaining insights on aligning quality goals with customer expectations and market demands.

This session lays the foundation for understanding the principles of quality management, emphasizing its importance for entrepreneurial success. Participants gain both theoretical insights and practical ideas to implement quality practices in their businesses.



Session 2: Tools and Techniques for Quality Control

Introduction to Quality Management Tools

1. Purpose of Quality Management Tools:

- Assist in identifying, analyzing, and solving quality-related issues.
- Provide a structured approach to improving processes and outcomes.

2. Common Tools Explained:

- **Pareto Chart:**
 - A bar graph that identifies the most significant factors contributing to a problem (based on the 80/20 rule: 80% of issues are caused by 20% of factors).
 - Example: Identifying the top reasons for customer complaints.
 - **Fishbone Diagram (Cause-and-Effect Diagram):**
 - A visual tool to identify root causes of a problem, categorized under headings such as People, Processes, Equipment, and Materials.
 - Example: Investigating delays in product delivery.
 - **Control Charts:**
 - Used to monitor process performance over time and detect variations.
 - Example: Monitoring product weights in a manufacturing process.
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Process Mapping and Root Cause Analysis

1. What is Process Mapping?

- A visual representation of a business process, showing steps, inputs, outputs, and decision points.
- Helps identify inefficiencies and areas for improvement.



2. Steps to Create a Process Map:

- Identify the start and end points of the process.
- List all steps, decisions, and stakeholders involved.
- Use symbols to represent steps (ovals for start/end, rectangles for tasks, diamonds for decisions).
- Review the map for bottlenecks or redundancies.

3. Root Cause Analysis (RCA):

- A method to identify the primary cause of a problem.
 - Techniques used:
 - **5 Whys:** Asking "Why?" repeatedly until the root cause is identified.
 - **Fishbone Diagram:** Categorizing potential causes and identifying the most impactful ones.
 - Example: Analyzing why a product consistently fails quality tests.
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Introduction to Six Sigma and Lean Management Concepts

1. What is Six Sigma?

- A data-driven methodology aimed at reducing defects and improving quality.
- Focuses on minimizing variability in processes using the DMAIC framework:
 - **Define:** Identify the problem and project goals.
 - **Measure:** Collect data to understand current performance.
 - **Analyze:** Identify root causes of defects or inefficiencies.
 - **Improve:** Develop and implement solutions.
 - **Control:** Monitor the improved process to sustain gains.

2. What is Lean Management?

- A philosophy of reducing waste and maximizing value in processes.
- Types of waste targeted (as per Lean principles):



- Overproduction, waiting time, unnecessary transportation, excess inventory, overprocessing, defects, and unused talent.
 - Tools: Value Stream Mapping, Kaizen (continuous improvement).
3. **Benefits of Applying Six Sigma and Lean in Small Businesses:**
- Improved process efficiency and reduced costs.
 - Enhanced customer satisfaction due to consistent quality.
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Setting Quality Standards and Metrics for Business Operations

1. Defining Quality Standards:

- Specify measurable criteria for products or services that reflect customer expectations and regulatory requirements.
- Example: Delivery timelines, defect-free rates, or customer satisfaction scores.

2. Importance of Metrics:

- Metrics provide a way to measure performance and identify improvement areas.
- Examples:
 - Customer complaints per 100 orders.
 - Average time to resolve a service issue.
 - Percentage of defective products.

3. Best Practices for Setting Metrics:

- Metrics should be **SMART** (Specific, Measurable, Achievable, Relevant, Time-bound).
- Regularly review metrics and update as business priorities change.



Practical Exercise: Applying the Fishbone Diagram

Objective:

- Enable participants to apply the Fishbone Diagram to identify root causes of a business problem.

Steps:

1. **Identify a Problem:**
 - Participants choose a common issue in their business (e.g., late deliveries, customer complaints).
2. **Create the Fishbone Diagram:**
 - Draw the "spine" and "bones" of the diagram, with the problem at the head.
 - Label categories: People, Processes, Equipment, Materials, Environment, Management.
3. **Brainstorm Causes:**
 - Under each category, list possible factors contributing to the problem.
 - Example for late deliveries:
 - People: Lack of trained staff.
 - Processes: Inefficient dispatch system.
 - Equipment: Faulty vehicles.
4. **Analyze Causes:**
 - Identify the most likely root cause(s) from the diagram.
5. **Discuss Solutions:**
 - Propose practical solutions to address the root cause(s).

Outcome of the Exercise:

- Participants gain hands-on experience with a key quality tool.
- They develop problem-solving skills and an understanding of how to tackle quality issues in their businesses.



This session equips participants with practical tools and techniques for quality control. By blending theoretical knowledge with interactive exercises, entrepreneurs learn to address real-world challenges effectively.

Session 3: Quality Assurance and Continuous Improvement

Understanding Quality Assurance: Establishing Systems and Processes

1. What is Quality Assurance (QA)?

- A proactive approach focused on preventing defects by ensuring robust systems and processes are in place.
- Emphasis on process optimization rather than product inspection.

2. Key Principles of QA:

- Focus on customer needs and expectations.
- Develop standardized processes to ensure consistency.
- Engage employees at all levels to adhere to quality protocols.

3. Steps to Establish QA Systems and Processes:

- Define quality goals and objectives.
- Document procedures through Standard Operating Procedures (SOPs).
- Train employees to follow established protocols.
- Conduct regular process audits to identify gaps or deviations.

4. Benefits of QA for Entrepreneurs:

- Reduces risks associated with defects and customer dissatisfaction.
- Improves operational efficiency and consistency.
- Enhances business reputation and competitive edge.



Implementing Continuous Improvement in Small Businesses (Kaizen)

1. What is Continuous Improvement?

- A philosophy of making small, incremental changes to processes, systems, or products for better performance over time.

2. Kaizen Principles:

- Continuous, incremental improvements rather than major overhauls.
- Involvement of all employees in identifying improvement opportunities.
- Focus on eliminating waste (time, effort, resources) and optimizing processes.

3. Steps for Kaizen Implementation:

- Identify a problem or area for improvement.
- Brainstorm and propose small, actionable changes.
- Implement changes and monitor results.
- Adjust and standardize improvements.

4. Examples of Kaizen in Small Businesses:

- Streamlining order processing to reduce delivery times.
- Reorganizing workspace to improve efficiency and reduce delays.
- Reducing energy consumption by switching to energy-efficient equipment.

Monitoring Customer Feedback and Driving Improvements

1. Importance of Customer Feedback:

- Direct insight into customer satisfaction and expectations.
- Identifies areas for improvement and innovation.

2. Methods to Collect Feedback:

- Surveys: Online, in-store, or post-service.



- Customer interviews and focus groups.
- Monitoring online reviews and social media mentions.

3. **How to Use Feedback for Improvement:**

- Analyze feedback for trends and recurring issues.
- Prioritize improvements based on customer impact and feasibility.
- Communicate changes made as a result of feedback to customers, enhancing trust and loyalty.

4. **Benefits of Customer-Centric Improvements:**

- Strengthens customer relationships.
 - Improves retention and repeat business.
 - Builds a reputation for responsiveness and quality.
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Developing a Quality Assurance Plan for Entrepreneurial Ventures

1. **What is a Quality Assurance Plan?**

- A documented strategy outlining how quality will be ensured throughout a product or service lifecycle.

2. **Key Components of a QA Plan:**

- **Quality Objectives:** Define what the business aims to achieve (e.g., defect-free products, customer satisfaction score).
- **Processes and Procedures:** Detail the steps involved in ensuring quality.
- **Roles and Responsibilities:** Assign accountability for QA tasks across the team.
- **Monitoring Mechanisms:** Specify tools, techniques, and metrics used to assess quality (e.g., regular audits, KPIs).
- **Feedback Loop:** Incorporate customer and employee feedback into the improvement cycle.



3. Steps to Create a QA Plan:

- Assess current processes and identify quality gaps.
- Define clear objectives aligned with customer needs.
- Document processes and assign responsibilities.
- Establish monitoring tools and techniques.
- Review and update the plan regularly.

4. Example:

- **Objective:** Deliver defect-free handmade products within 5 days of order placement.
 - **Processes:** Implement quality checks at production and packaging stages.
 - **Metrics:** Monitor the defect rate and on-time delivery percentage.
 - **Feedback:** Use customer reviews to adjust production standards.
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Group Activity: Developing a Quality Assurance Framework

Objective:

- Enable participants to collaboratively design a QA framework for a hypothetical or real business scenario.

Steps for the Activity:

1. Divide into Teams:

- Each team selects or is assigned a sample business (e.g., bakery, e-commerce store, small-scale manufacturer).

2. Develop the QA Framework:

- Define quality objectives specific to the business (e.g., 98% customer satisfaction).



- Identify processes critical to quality assurance (e.g., ingredient sourcing, order accuracy).
- Assign roles and responsibilities within the QA framework.
- Suggest tools or techniques for monitoring and improvement (e.g., checklists, periodic reviews).

3. Present Frameworks:

- Each team presents its QA framework to the group.
- Discussions focus on feasibility, potential challenges, and innovative solutions.

Outcome:

- Participants learn how to structure a QA framework for their businesses.
- Gain insights from peer ideas and practical implementation tips.

This session emphasizes practical applications of QA and continuous improvement principles. Entrepreneurs leave with actionable insights and tools to enhance quality and foster a culture of ongoing improvement.

Session 4: Building a Culture of Quality in Entrepreneurial Ventures

Creating a Quality-Driven Organizational Culture

1. What is a Quality-Driven Culture?

- A workplace environment where quality is a core value embraced at all levels of the organization.
- Employees prioritize quality in every task and decision, ensuring consistency and excellence.



2. Key Elements of a Quality-Driven Culture:

- **Shared Vision:** Alignment between leadership and employees on quality goals.
- **Employee Involvement:** Encouraging participation and accountability in maintaining quality.
- **Customer-Centric Approach:** Focusing on meeting and exceeding customer expectations.

3. Steps to Build a Quality Culture:

- Define and communicate quality objectives clearly.
- Recognize and reward quality-focused behavior.
- Create open channels for feedback and innovation.

4. Benefits of a Quality Culture:

- Higher customer satisfaction and retention.
- Increased employee morale and ownership.
- Enhanced reputation and competitive advantage.

Employee Training and Engagement in Quality Initiatives

1. Importance of Employee Training:

- Ensures all team members understand quality standards and processes.
- Equips employees with skills to identify and address quality issues proactively.

2. Strategies for Effective Training:

- Conduct regular workshops and hands-on training sessions.
- Use real-life scenarios and case studies for practical learning.
- Provide resources like SOPs, checklists, and quality guidelines.

3. Engaging Employees in Quality:

- Involve employees in setting quality goals and metrics.
- Encourage suggestions for process improvements through feedback programs.
- Celebrate team achievements in maintaining or improving quality.



4. **Benefits of Engagement:**

- Employees feel valued and take ownership of their work.
 - Reduced errors and improved consistency in output.
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Measuring Quality Performance: KPIs and Dashboards

1. **What are KPIs?**

- Key Performance Indicators (KPIs) are measurable metrics that reflect the success of quality initiatives.

2. **Examples of Quality KPIs for Small Businesses:**

- Customer satisfaction score (CSAT).
- Percentage of defective products.
- Average time to resolve customer complaints.
- On-time delivery rate.

3. **Using Dashboards to Monitor Performance:**

- Dashboards provide real-time visual representations of KPIs, making it easier to track progress.
- Components of a quality dashboard:
 - Graphs and charts for trends.
 - Alerts for deviations from expected performance.
 - Summaries for quick decision-making.

4. **Benefits of Measuring Quality:**

- Identifies strengths and areas for improvement.
 - Helps set realistic goals for continuous improvement.
 - Enhances transparency and accountability.
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Leadership's Role in Fostering a Commitment to Quality

1. Why Leadership Matters:

- Leaders set the tone for the organization's commitment to quality.
- Their actions inspire employees to prioritize and uphold quality standards.

2. Key Responsibilities of Leaders in Promoting Quality:

- **Define and Communicate Vision:** Share the importance of quality as a core value.
- **Lead by Example:** Adhere to quality practices and standards in leadership actions.
- **Provide Resources:** Invest in tools, training, and systems that enable quality improvement.
- **Encourage Innovation:** Support ideas that enhance processes and outcomes.

3. Qualities of Quality-Driven Leaders:

- Consistent, transparent, and approachable.
- Willing to take corrective action when quality lapses occur.
- Open to feedback and focused on long-term quality objectives.

Final Activity: Case Study Discussion

Objective:

- Analyze real-world success stories of small businesses implementing quality management and extract key lessons.

Steps for the Activity:

1. Presentation of Case Studies:

- Each team receives a case study detailing a small business's quality management success.
- Example cases:



- A bakery that improved customer satisfaction by standardizing recipes and packaging.
- A tech startup that reduced bugs in its software by implementing QA processes.
- A local clothing brand that increased sales by introducing strict quality checks and premium packaging.

2. Group Discussion:

- Teams analyze the case study and identify:
 - Challenges faced by the business.
 - Strategies implemented to ensure quality.
 - Outcomes achieved and key takeaways.

3. Presentation:

- Each team presents their findings to the group.
- Discussions focus on how similar strategies can be adapted to participants' ventures.

Outcome:

- Participants understand practical applications of quality principles.
- Gain insights into overcoming challenges and driving quality improvements in their businesses.

This session emphasizes the importance of embedding quality into every aspect of a business. Through engaging discussions and real-world examples, participants leave with actionable strategies to build a culture of quality and ensure long-term success.



Reference Books:

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- Mastering Quality Management Paperback – Import, 21 October 2020 by Matthew Rathinam (Author) Publisher: Matthew Rathinam