

This file has been cleaned of potential threats.

If you confirm that the file is coming from a trusted source, you can send the following SHA-256 hash value to your admin for the original file.

a93dc1aea3cc359a9a4c6badd077d00a6e5f55949d55a6ceb285213e51d0e9ed

To view the reconstructed contents, please SCROLL DOWN to next page.

# INDUSTRY PROFESSIONAL TRAINING PROGRAMME

Enhancing Organizational Performance and Competitiveness through TQM  
May 23-27, 2011



Organized by

**Department of Industrial Engineering and Management**  
**Indian Institute of Technology Kharagpur**  
**Kharagpur 721 302, INDIA**

## Why this programme

Conduct a self-assessment on following issues before you plan to participate in this training programme:

- Now that you are in charge, are you shocked to learn that all the rules have changed?
- Command and Control has been replaced by Contradiction and Chaos.
- Employees are not told what to do anymore.
- Now, you influence their choices and assist them in reaching goals.
- You do not direct; you win the team over to your point of view.

The pursuit of Excellence is, or should be, an objective of all organizations. The main aim of quality management systems is to achieve good management control resulting in improved quality of organization's products and/ or services. This programme offers a full implementation package and operational guidelines for Integrated Quality Management Systems including an initial assessment of the existing organizational system, creating environment for TQM, issues specific to functional and organizational leadership, employee empowerment, linkage between financial performance and TQM, and Employee relationship in TQM. As a management concept coined by W. Edwards Deming, the basis of TQM is to reduce the errors produced during the manufacturing or service process, increase customer satisfaction, streamline supply chain management, aim for modernization of equipment and ensure workers have the highest level of training. It is a comprehensive, organization-wide effort to improve the quality of products and services, applicable to all organizations.

To respond to these challenges, this programme will assist industry professionals in critically evaluating their own processes and functional domain and develop a complete implementation plan. In order to see a stage-wise implementation of TQM, this programme will address few important issues:

- How centralization vs decentralization affects the implementation of TQM?
- How functional interface requirements can be satisfied to see organization-wide application of TQM principles?
- How accountability and authority issues can be resolved?
- Would you achieve the goal of employee empowerment through TQM?
- How is TQM related to financial performance?

Academics with proven knowledge, industrial experience, and demonstrable ability in teaching, consultancy, research, and training in the field of quality management and related areas will handle sessions and case-based real-life problems solving exercises in the training programme.

**Please note that this programme intends to highlight a completely different approach towards implementation of TQM concepts in an organization. In view of TQM being explained in several ways, one may find extreme difficulties in consolidating TQM concepts and implementing them in an organization. A realistic and clearly planned integrated implementation framework is what is essential for reaping maximum benefits of TQM. This programme is primarily designed to meet this purpose.**

## Objectives of the Programme

The objective of this programme is to provide middle and senior level managers of manufacturing and service organizations an in-depth understanding of structural and implementation issues to enhance the overall performance and competitiveness of their organizations.

- Develop awareness and appreciation of various quality management factors leading to organizational performance and competitiveness.
- Enable industry practitioners to understand complexities involved in implementation of TQM principles.
- Enable managers to understand their competitive priorities and importance of quality.
- Sensitize on role of culture, motivation, employee participation, employee empowerment and role of top management in the deployment of quality.

## Topics Covered

- Relevance of TQM in constantly changing industrial and business environment.
- Five 'pillars' of TQM: Product, Process, Organization, Leadership, Commitment
- Quality related issues in manufacturing and service organizations
- Quality Management Concepts: Deming, Juran, Crosby, Taguchi, QMS
- Quality Management: Practices, Tools and Techniques (QFD, Benchmarking, QMS, ISO 9000, QS 9001 and others )
- Employee empowerment and TQM
- Financial performance and TQM

## Who Should Attend

This programme is intended for middle level and senior managers in manufacturing and service organizations requiring an in-depth understanding of TQM practices and implementation principles for enhancing functional and operational performance and organizational competitiveness.

## Programme Schedule

9 am to 5 pm with 2-hour lunch break on each day.

## Methodology

Lecture sessions, Discussions, Exercises, Case Studies

## Address for Communication

All queries regarding the course may be addressed to:

### Prof Jitesh Thakkar

Principal Coordinator, Department of Industrial Engineering and Management, IIT Kharagpur, West Bengal 721 302

**Tel:** 03222-281830

**Mobile:** +91-8001438700

**E-mail:** [jt@iem.iitkgp.ernet.in](mailto:jt@iem.iitkgp.ernet.in)

### Prof P K Ray

Coordinator, Department of Industrial Engineering and Management, IIT Kharagpur, West Bengal 721 302

**Tel:** 03222-283742

**Fax:** 03222-282272/ 255303

**E-mail:** [pkp@vgsom.iitkgp.ernet.in](mailto:pkp@vgsom.iitkgp.ernet.in)

## Application and Fee

The interested candidates are requested to communicate their applications to one of the coordinators by filling in the Registration Form provided with the brochure. The total number of seats is restricted to 30. The participants will be selected on first-cum-first-served basis out of the eligible candidates.

The fee for the five-day programme is Rs. 20,000 per candidate. Payment is to be made through bank draft drawn in favor of 'CEP-STC, IIT Kharagpur' payable at Kharagpur. The course fee includes course materials and participants fee and includes boarding and lodging for the participants.

## Accommodation

The course will be held at IIT Kharagpur, Kharagpur 721302, West Bengal, India. The candidates will be provided with single bed accommodation in institute guest house.

## INDUSTRY PROFESSIONAL TRAINING PROGRAMME

### Enhancing Organizational Performance and Competitiveness through TQM May 23-27, 2011

#### Registration Form

1. Name: \_\_\_\_\_
2. Affiliation: \_\_\_\_\_
3. Educational Qualification:  
\_\_\_\_\_  
\_\_\_\_\_
4. Address for Correspondence:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
5. Telephone: \_\_\_\_\_
6. Mobile: \_\_\_\_\_
7. E-mail: \_\_\_\_\_
8. Bank Draft Details:  
Draft No. \_\_\_\_\_  
Date: \_\_\_\_\_  
Amount Rs. \_\_\_\_\_  
Bank: \_\_\_\_\_  
Branch: \_\_\_\_\_

---

Signature of the participant

---

Signature of the Sponsoring Authority

(with Seal)