

**Now in Pune, after the success in  
Bengaluru in July.**

# CEO THROUGH >> TQM



Creating the Extraordinary  
Organisation through  
**Total Quality Management**

*by*

**N. Ramanathan**

Do you have problems from the  
economic slowdown?

New session added on how to  
manage costs and profits

## **2-Day Seminar Program for Senior Management**

7-8, November 2019

@ Sienna, Radisson Blu Hotel, Pune



INDIAN SOCIETY FOR QUALITY  
**PUNE CHAPTER**



Sienna, Radisson Blu Hotel,  
Nagar Bypass road, Kharadi, Pune – 411014



Day 1: 9:30 AM to 6:00 PM  
Day 2: 9:00 AM to 5:30 PM



7-8,  
November 2019



# CEO THROUGH >> TQM

Creating the Extraordinary Organisation through  
Total Quality Management

## Objective

Learn, from a senior management view point, the principles, the mechanisms and the methods which lead to great organizational performance.

Your organization may have already won the Deming Prize or other prestigious prizes and awards. Or you may not have.

Whatever that may be, do you consider your business to be a remarkable performer already?

Or do you believe that you have problems which come in the way of your company becoming truly exceptional?

**Do you find yourself struggling in an economic downcycle?**

**Do you have a burning desire to create an extraordinary organization?**

## Who should attend?

- Promoters
- Managing Directors
- Presidents
- CEOs
- COOs
- Division heads
- Plant heads
- Business heads or Function heads of large businesses in manufacturing or services.
- Senior TQM Counsellors

**Then this program is for YOU**

## About Us

Indian Society for Quality (ISQ) was established as a Not-for-Profit Society with the objective of providing a national forum for interaction among quality professionals. The society acts as a catalyst and facilitation body for exchange of information and experience regarding Quality Management principles, technology and practices. Its mission is to pursue quality for prosperity. (Visit [www.isqnet.org](http://www.isqnet.org)).

Towards its objectives, ISQ has instituted many awards to recognize outstanding contributions by industry leaders, business professionals, TQM promoters in quality bodies and TQM counsellors who have selflessly contributed to the quality movement in India through their leadership and knowledge. The flagship event of ISQ is its Annual Conference where awards are presented, and illustrious speakers from India and overseas are invited. As a member of Asian Network for Quality (ANQ) ISQ has been involved from the very outset and represented on its Board. ISQ is the face of India overseas in the world of quality.

Does your

# Organization

have some of these  
**troubles?**



1. Do your customers rate your quality below that of competition, in some important respects?
2. Do you have warranty or customer claims and complaints that have persisted over years, defying solutions?
3. Do you have initial troubles with new products or models after you launch them?
4. Do you find you are not always able to meet customer demand regularly and on time?
5. Have you missed out on formulating a vision; and if you do have a vision, do you find your people not quite aligned to or inspired by it?
6. Do you find it hard to involve your managers in executing strategies in a coordinated manner?
7. Do you sometimes wonder if you have got the correct fix on some figures reported – such as errors, rejects, rework, breakdowns...? Are data mistaken, or even fudged?
8. Do you feel that you are capable of meeting specifications but there are inconsistencies batch to batch?
9. Are your production, sales, or collections skewed towards the end of the month/quarter/year?
10. Have you found a new vendor being approved, but the first bulk supplies were problematic?
11. Do your new projects take a long time to stabilize and break free of 'teething troubles'?
12. Do your investment projects fail to yield the promised returns and volumes?
13. Has a new equipment or new source of material (imported?) proved troublesome?
14. Does your product development take too long, or have many initial defects?
15. Are some or all of your workers/associates reluctant to participate in group or improvement activities?
16. Are new workers the source of some of your quality troubles?
17. Is your productivity dependent quite a bit on settlements with the labour union?
18. Do you find that your people are often engaged in firefighting?
19. Are working conditions in your facilities not quite well organized, or clean or safe?
20. Do you find that some of the training you provide your employees is not quite useful?
21. Do you think your departments tend to work in silos and not cross-functionally enough?
22. Do you find improvements you made sliding back sometimes?
23. Do you find that your people complain that their roles are not clear, nor their objectives and performance indicators?
24. Do you hear rumblings that there are too many initiatives or that management priorities are often shifting?
25. Do you wish sometimes that there was better teamwork in your organization?

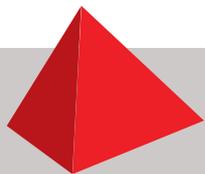
Do you have these

# problems

when the **economy** slows down?



1. Are you hit by overflowing stocks and negative cash flow in a downcycle?
2. Are you forced by slowdowns into 'knee-jerk' reactions like sweeping cost-cuts or VRS?
3. Do you find that your operations were run inefficiently in good times, and that it is hitting you now?
4. Do you have the suspicion that your plant investments cost too much and they could have been lower?
5. Do you find it hard to avoid large fluctuations in production schedules?
6. Do your vendors suffer from fluctuating demand, and find it hard to ramp up when the upcycle begins?
7. Do you find it hard to identify muda (waste) in your operations, distinguishing it from essential costs?
8. Do you struggle to increase capacities in small increments, as machines are costly and have large capacities?



We all look at the World with our own **paradigms**.  
Some of these work against us.

If some of these are your paradigms too, would you like to re-examine them, even and replace them with some new ones?

## Here are some examples of paradigms.

1. People are motivated by money, they perform better when rewarded financially.
2. The best time to invest is in boom times – pull cash in when there is a downcycle
3. Workers are responsible for productivity.
4. Performance of individuals follows a bell curve and the lower outliers are 'deadwoods' who must be removed.
5. Cut travel, training, advertising or R&D costs in hard times
6. What is not measured cannot be managed.
7. Customers are important, but profit is the primary goal of a business.
8. We must have more modern machines to produce quality at low cost.
9. We shouldn't ask our managers how they would achieve their targets as long as they achieve them.
10. We cannot get good prices for materials or parts unless we have multiple suppliers.

## **The Faculty**

This program is designed and delivered by N. Ramanathan, 72, known as Ram to friends. Ram has a degree in Mechanical Engineering and did his Masters from IIM, Ahmedabad (1969). He has 50 years of experience in industry, and in teaching and counselling. This two-day course has a senior and top management focus.

In his career, Ram has worked in Marketing, Production, Product Development, Quality Assurance and HR. He has been in the quality field for thirty years, learning initially from his six-year stint as the head of the joint venture company SRF Nippondenso, near Delhi. He subsequently helped SRF win two Deming Prizes.

Ram has received awards internationally for his work, as well as receiving the Dronacharya Award in 2018 by ISQ for his contributions to teaching and counselling on quality. Ram has been associated with eleven successful Deming Prize challenges, and has taught and advised Ashok Leyland, Ceat, SRF, Indus Towers, JSW, Mahindra group of companies, Tata Quality management Services, Tata Steel, and other organizations. Ram is ranked Academician in the International Academy for Quality and serves on its Board, while also chairing its think tank on Quality in Planet Earth Concerns. He has been a founder member of ISQ, and has been on the Board of Asian Network for Quality. He is past chairman of the National Accreditation Board for Certifying Bodies (NABCB), and has in the past chaired the TQM Technical Committee of CII for seven years. Ram has been keynote speaker and has authored numerous international papers in the field of quality.



**N. Ramanathan**

# Glimpses of program content

1. What is TQM, or Quality-based Management (QBM)?
2. What is Quality?
3. How must senior management use data?
4. How is a strategic vision developed?
5. How to set strategic milestones and deploy annual directions
6. What are the tasks of senior management? What are they not?
7. How to develop products that satisfy customers and society
8. How to manage quality that satisfies customers and society
9. How to organize for and manage for deliveries that satisfy customers
10. How to manage costs and profits
11. How to manage in hard times. How not to
12. How to separate essential costs from muda (waste)
13. How to clarify roles, objectives and KPI for everyone
14. How can our paradigms of people cause harm?
15. How to develop willingness and participation of everyone
16. How to organize for and inculcate cross-functional cooperation
17. Making improvements – the TQM Way. What not to do
18. How to set up mechanisms for improvement activities
19. The profound meaning of TQM and its principles, its counter-intuitive paradigms
20. Structuring for, and disseminating TQM
21. What is organizational performance?
22. Transformation for creating the extraordinary organization and challenging Awards

## Registration

As the program is intensive, the number of participants is restricted. Registrations will be on first come first served basis. For effective impact, organizations are encouraged to register multiple participants. CEO participation is recommended.

For registration and further details, please write to

[info@isqnet.org](mailto:info@isqnet.org)

Or call  
**8012580850**

## Registration fees

- Rs. 40,000/- + 18% GST per participant. (Total Rs. 47,200/-)
- Rs. 35,000/- +18% GST per participant for the organizations registering 2 or more persons.
- The fee covers programme fees, lunch and two tea breaks on both the days.

## Please provide following details while registering

Name	Designation	Email ID
Contact number	Name of the Organization & address	
	Brief description about your organization	

## Payment through cheque, IMPS/RTGS/NEFT may be made to the following account.

Beneficiary Bank Account Name: <b>Indian Society for Quality</b>	Bank Account No.: <b>00272000001288</b>
Name of the Bank: <b>HDFC Bank</b>	Branch: <b>Greater Kailash 2</b>
RTGS/NEFT IFSC Code: <b>HDFC0000027</b>	

GST No.	Cheque / electronic transfer reference	Name of the Bank	Date	Amount (Rs)