

## World-Class Quality: An Executive Handbook

By Suresh Lulla

Pub: Tata McGraw-Hill Publishing Co. Ltd.

Pages: 501

Price: Rs. 550

The subject of quality management attained much popularity in India in the early 1990s. Subsequently, quality was positioned as the cutting edge strategy by most organized institutions. A variety of approaches continually surfaced. Each new approach was lapped up, superceding the previous approach. In so doing, few corporates transformed to World-Class. Those that did succeed, realized the critical importance of Executive Leadership, Strategic Planning, Customer Focus, and Education for attaining World-Class Quality.

In an unprecedented effort, Suresh Lulla brings forth the body of knowledge that is World-Class Quality, as applied in India and beyond. Contributions from 22 Indian and international leaders and authorities demonstrate that 'quality is doable in any culture'.

The Handbook is assembled in six sections.

Section 1: In the *Introduction* Lulla presents the concepts that form the foundation of World-Class Quality. The discussions on Six Sigma and Zero Emissions emphasize that any waste has an impact on the bottom line. The role of industry in making India competitive is also highlighted.

Section 2: This section on *Leadership for World-Class Quality* presents the approach of eight admired leaders. Their benchmark practices are best appreciated when read in the context of the International Quality Maturity Model (IQMM) that is introduced in the Appendix. The authors are Dr J J Irani, Padma Shree Chandra Mohan, Padma Bhushan F C Kohli, Deepak Mittal, S Srinivasan, Deepak Parekh, Steve Forte and Nadeem Mustafa Khan. These leaders represent a range of manufacturing and service industries, in India and overseas.

Section 3: This section on *Education for World-Class Quality* presents the views of five authorities on corporate training. They are Bill Wortman, Prof Arvind Kudchadker, Dr R H G Rau, as well as Ganesh and Uma Natarajan. Wortman believes that as India continues to expand its interest and services, its interest in professional quality certifications will also increase.

Section 4: The chapters in the *Critical Focus for World-Class Quality* section are authored by Dr Hannan Ezekiel, David Hutchins, Walter Vieira, R V Ramachandran, Navin Dedhia and Hans Bajaria. The themes of these chapters range from Future Competitiveness and Continuous Improvement to

Reliability Engineering and Knowledge Management. These are high-density chapters and a must reading for executives, managers and students.

Section 5: In the section on *Environmental Inputs for World-Class Quality*, Ashok Balwani, A Venkataram and Bittu Sahgal explain the interdependence of quality and the environment, as well as safety. Sahgal believes that India's long-term economic interests would best be served by focusing on the quality of drinking water, the fertility of soils, and the health of forests, mangroves and corals.

Section 6: In this section Lulla articulates the *Road to World-Class Quality* using a Quality Leadership Compass. The road has five terrains. For each terrain, the 'walk-your-talk' for top/senior managers is defined. Based on his vast experience of the subject, in India and overseas, Lulla believes that the vital dimensions of World-Class Quality will henceforth include quality-of-management-performance, high-trust culture, creativity tools, quality-driven service systems, and education and training. The roadmap he provides includes these dimensions.

The Handbook is dedicated to Dr Joseph M Juran, the quality guru. The Foreword is written by Frank Tedesco, Senior Vice President, Juran Institute. In the words of Tedesco, "Get on with it. You are in for a treat. Skip around. Go back to favorite topics... Clearly, it was MADE IN INDIA." As a special introduction, Mukesh Ambani explains the Meaning of World-Class Quality.