



Quality Manager Course

An education program providing the professional knowledge and skills needed for a leadership role in quality and organizational excellence

The Quality Manager Course is a managerial training course focusing on management of quality, continual improvements towards excellence and customer-oriented development of an organization. The participants will gain knowledge about strategies, methods and tools needed to achieve good results, satisfied customers and effective processes. The course gives a deep understanding for all important areas of quality management and cover all the knowledge that is of importance for persons that intend to develop, implement and lead a quality and improvement program in an organization. The Quality Manager Course will also give the participants a personal network and create new opportunities for future development. The course suits all kinds of organizations, both private and public.

Purpose

This course will give the participants all the knowledge necessary for leading effective quality initiatives in both companies and public organizations. The Quality Manager Course is developed to contain the basis of knowledge needed by individuals working as quality managers but is also very relevant to anyone that wants to have a proper understanding of total quality management (TQM) and organizational excellence. This course is also aligned with ASQ Body of Knowledge regarding Manager of Quality/Organizational Excellence.

Background to the course

Sandholm Associates Quality Manager Course was introduced in 1989 in Sweden by Lennart Sandholm and Joseph Juran. The course has its roots all the way back to 1971 when Sandholm Associates was founded. During the 1970's and 1980's, ten- and twenty-week courses in Total Quality Management were given yearly by Sandholm Associates in more than 40 different countries sponsored by the United Nations. The latest international version of the Quality Manager Course is now available at Sandholm Excellence Center in Portugal.

Who should take this course?

Those who work or will work as quality managers. This course is also suitable for those leading or taking part in excellence or business development programs.

Previous knowledge

No specific previous knowledge is needed to take part in the training program

General information

The course is conducted with lectures, exercises and discussions. Parallel to the course, projects are carried by the participants in smaller groups with the purpose of developing competence and exchanging experiences.

The Quality Manager Course is led by experienced consultants and instructors. The head of the course is Dr Lars Sörqvist. The course is given in English.

After the fulfillment of the course requirements the participants will receive a Quality Manager diploma.

Length of the course

Totally 20 days divided in 5 modules of 4 days each.

Documentation

Participants will receive relevant course materials that will serve as a useful reference for their future work.

This documentation includes:

Binder with copies of ppt and articles
Management of excellence and quality, Lars Sörqvist (book)
Poor quality costing, Lars Sörqvist (book)
Practical statistics – basic (book)

Location of the training

The course is given in a training building in the area of Ponte de Lima in northern Portugal.



Course schedule – Quality Manager Course

MODULE 1 – Basics of Quality and Excellence (4 days)

In this module we learn the basics of modern quality and improvement work. The module gives a historical background and understanding of the development of quality and why different programs and concepts look like they do. Focus is on understanding the quality concept and how the customer's needs and expectations are central to this work. We discuss how effective quality management systems can be designed and what ISO 9001 can contribute to this work. In this section, we also focus on business development, innovation and continual improvement, as well as familiarize ourselves with concepts such as Six Sigma and Lean. After this section participants understand how a successful business is developed, run and led. We use the EFQM-model as a starting point to understand excellence. We learn about processes and process orientation and also discuss how efficient quality work can be conducted throughout the value chain together with external customers and suppliers.

- Defining and understanding quality
- Quality management, customer focus and excellence
- Poor quality costs and strategical effects of quality
- Quality and sustainability
- Building customer relations and achieving satisfaction
- History and background to quality
- Quality assurance and quality management systems (QMS)
- Certification and ISO 9001
- Quality policy and goals
- Quality planning and QMS effectiveness
- Development of quality through continual improvement and innovation
- Roles and responsibilities of improvement work
- Introduction to Lean and Six Sigma
- Quality and sustainability
- Principles and criteria for excellence and world class organizations
- EFQM- and MBNQA-models
- The customer-oriented organization
- Process orientation and cross-functional co-operation
- Defining and mapping processes
- Analyzing and developing processes
- Process management
- Supply chain management
- Identifying and selecting suppliers
- Supplier performance and improvement
- Supplier certification and partnerships

MODULE 2 - Management and leadership for quality (4 days)

Management on all levels in an organization is of crucial importance to success. The purpose of leadership is to achieve the goals of the business. To do so all obstacles between the actual situation in the process and the desired future target situation should be removed through systematic improvement work. This makes quality and continual improvements to a basis for good leadership. In this module we focus on the role of management and leadership for improvement. We learn what good leadership is and how it can be developed in an organization. Focus is also on the human factors of quality and how to build a culture in the organization for quality, improvements and innovation on individual, group and organizational level. The participants learn tools needed to manage people, teams, projects and change.

- Management responsibility and the role of the manager
- Good leadership
- Management commitment and involvement
- Leading through continual improvements
- Strategical planning and Hoshin Kanri
- Finance of quality – poor quality costs



- Measuring and following up quality
- Development of a business measurement system
- Tactics to build management commitment
- People's role and relation to change and improvements
- Employeeship and quality culture
- System levels – individual, group and organization
- Communication, dialog and feedback
- Leading and managing change
- Group dynamics and development of effective teams
- Project management

MODULE 3 – Measuring quality and understanding variations (4 days)

To be able to control and improve the processes of an organization and the level of quality that is delivered by those processes, suitable measures and goals must be established. In this module we focus on how to measure quality. The participants learn how to get information from customers and employees, how leading organization can be benchmarked, how quality audits could be performed and how risks and opportunities could be identified. To understand data that has been measured, there is a need for analysis. Competent use of statistical methods is very critical in this work. Especially as all organizations sample more and more data over time. Important is also to understand variations. By analyzing and controlling variations, output of processes can be kept within specification and quality can be delivered. Today user-friendly software makes the use of statistical tools easy.

- Designing and building a quality measurement system
- Traditional measures of quality
- Customer satisfaction and other customer related information
- Suggestions and other information from employees
- Benchmarking and learning from others
- Planning and performing quality audits
- Risk management and risk analysis
- Introduction to statistical thinking
- Variations and distributions
- Process stability and control charts
- Process capability
- Correlation and regression analysis
- Using software for practical statistical analysis – Minitab
- Introduction to advanced statistical methodology
- Measurement system analysis
- Inspection

MODULE 4 - Improvements, Innovation and Development (4 days)

Continual improvements is basic to development and management of quality. Very few things are constant over time. What is good quality today will not necessarily be good quality tomorrow. To be successful, quality continuously have to be improved. In order to improve, all obstacles that prevent correct quality have to be removed. This is done by systematic problem solving and process development methodology. Most of those tools are today available from Six Sigma and Lean. Systematic improvement work is grounded in facts and analysis, but there is also a need for new thinking through innovation using tools of creativity. In this module the participants acquire knowledge of how to carry out continual improvements based on tools and methodology from Six Sigma and Lean. We also focus on how quality can be designed into new product and services when having been developed.

- Problems solving with DMAIC and Six Sigma
- Tools for improvements and problem solving
- Process development with Lean
- Philosophies and tools in Lean



- Principles of creating an effective process flow
- Innovation, creativity and design thinking
- Quality in new product development
- Reliability
- Design for Six Sigma (DFSS) and Lean Product Development (LPD)
- Agile methodology
- Quality and digitalization

MODULE 5 – The road to success (4 days)

In this last module, focus is on how to put everything we have learnt together in an effective quality management program and to prepare the participants to become successful quality managers in their own organizations. We learn how to make a strategical plan for quality management, how to develop an effective quality organization and how to act as a quality manager. In this module the participants acquire many useful tools that they can use in their daily work as managers of quality. The participants will also be prepared for different challenges that they can meet in the future.

- Strategic plan for quality management
- Building an effective quality organization
- Knowledge management, training and competence
- Train-the-trainer-material
- Acting as quality manager
- Leading the quality function
- Communication and visualization of quality
- Future of quality
- Presentation of participant´s education projects
- Course examination