

# The Fundamentals of Pharmaceutical Quality Assurance



# The Fundamentals of Pharmaceutical Quality Assurance

By

Nawaz Mahammed and T. Reshma

Cambridge  
Scholars  
Publishing



The Fundamentals of Pharmaceutical Quality Assurance

By Nawaz Mahammed and T. Reshma

This book first published 2025

Cambridge Scholars Publishing

Lady Stephenson Library, Newcastle upon Tyne, NE6 2PA, UK

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

Copyright © 2025 by Nawaz Mahammed and T. Reshma

All rights for this book reserved. No part of this book may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the copyright owner.

ISBN: 978-1-0364-4119-7

ISBN (Ebook): 978-1-0364-4120-3

## "Exploring the Intersection of Quality, Compliance, and Innovation in the Pharmaceutical Industry"

Dive into the comprehensive world of pharmaceutical quality and regulation with this essential guide. Designed for professionals and students alike, this textbook provides an in-depth exploration of the key concepts and practices that shape the pharmaceutical industry today. From the fundamentals of Quality Assurance and Management to the cutting-edge applications of Artificial Intelligence in drug development, this book covers a broad spectrum of topics crucial for anyone involved in or studying the pharmaceutical field.

By  
**Ms. T. Reshma\***  
**Dr. Nawaz Mahammed**



# TABLE OF CONTENTS

List of Tables .....	x
List of Figures.....	xi
Preface .....	xiii
Acknowledgements .....	xv
Chapter 1 .....	1
1.1 Quality Assurance and Quality Management concepts: Definition	
1.2 Concept of Quality control	
1.3 Concept of Quality assurance	
1.4 Good Manufacturing Practices	
1.5 Total Quality Management (TQM): Definition, elements, philosophies	
1.6 ICH Guidelines: purpose, participants, process of harmonization, Brief overview of QSEM, with special emphasis on Q-series guidelines, ICH stability testing guidelines	
1.7 Quality by design (QbD): Definition, overview, elements of QbD program, tools	
1.8 ISO 9000 & ISO14000: Overview, Benefits, Elements, steps for registration	
1.9 NABL accreditation: Principles and procedures	
Chapter 2 .....	29
2.1 Organization and personnel: Personnel responsibilities, training, hygiene, and personal records	
2.2 Premises: Design, construction and plant layout, maintenance, sanitation, environmental control, utilities and maintenance of sterile areas, control of contamination.	
2.3 Equipment's and raw materials: Equipment selection, purchase specifications, maintenance, purchase specifications and maintenance of stores for raw materials	

Chapter 3 .....	49
3.1 Quality Control: Quality control test for containers, rubber closures and secondary packing materials. Good Laboratory Practices: General Provisions, Organization and Personnel, Facilities, Equipment, Testing Facilities Operation, Test and Control Articles, Protocol for	
3.2 Conduct of a Nonclinical Laboratory Study, Records and Reports, Disqualification of Testing Facilities	
Chapter 4 .....	95
4.1 Complaints: Complaints and evaluation of complaints, Handling of return good, recalling and waste disposal.	
4.2 Document maintenance in pharmaceutical industry: Batch Formula Record, Master Formula Record, SOP, Quality audit, Quality Review and Quality documentation, Reports and documents, distribution records.	
Chapter 5 .....	126
5.1 Calibration and Validation: Introduction, definition and general principles of calibration, qualification and validation, importance and scope of validation, types of validation, validation master plan. Calibration of pH meter, Qualification of UV-Visible spectrophotometer, General principles of Analytical method Validation.	
5.2 Warehousing: Good warehousing practice, materials management	
Chapter 6 .....	147
6.1 Introduction to Artificial Intelligence	
6.2. Basics of AI, Machine Learning Types, and Data Analytics	
6.3. Key Sectors Within the Industry	
6.4. Current Trends and Challenges in the Pharmaceutical Industry	
6.5. Overview of the Pharmaceutical Industry	
6.6. Role of AI in Drug Discovery and Development	
6.7. AI in Clinical Trials	
6.8. Role of Technology in Pharma	
6.9. Overview of How AI and Machine Learning are Revolutionizing Pharmaceutical Practices	
6.10. AI Applications in Pharma	
6.11. Future Trends and Challenges	
6.12. AI in Risk Management and Compliance	
6.13. Future Directions and Challenges	



6.14. Tools and Techniques in Pharmaceutical Data Analysis	
6.15. Predictive Analytics and Model Building	
6.16. Future-Prospects: AI and Machine Learning in the Pharmaceutical Industry	
6.17. The Successful Integration of AI in Pharmaceutical Processes	
Chapter 7 .....	173
7.1. Introduction to Regulatory Affairs	
7.2. History and Evolution of Regulatory Affairs	
7.3. Scope of Regulatory Affairs	
7.4. Importance of Regulatory Affairs	
7.5. Regulatory Bodies and Legislation	
7.6. Role of RA in Product Lifecycle	
7.7. Future Trends of Regulatory Affairs	
7.8. Challenges of Regulatory Affairs	
7.9. Regulatory Strategies and Compliance	
7.10. Risk in Regulatory Affairs	
7.11. Quality Risk Management	

## LIST OF TABLES

Table 1.1 Difference between Quality Assurance and Quality Control .....	5
Table 3.1 Limits for Powdered attack test .....	52
Table 3.2 Limits for Water attack test.....	53
Table 3.3 Limits for Hydrolytic Resistance test.....	57
Table 3.4 Particle Score for metal containers .....	64
Table 3.5 Limit for metal containers test .....	65
Table 4.1 Example of Batch Manufacturing Record .....	112
Table 4.2 Example of Master Formula Record.....	114
Table 4.3 Example of Standard Operating Procedure.....	117
Table 4.4 Example of Distribution Record Format.....	125
Table 5.1 Difference between Calibration, Validation and Qualification	142

# LIST OF FIGURES

Figure 1.1 Elements of TQM.....	11
Figure 1.2 Dr. Demings Wheel for continuous improvement.....	14
Figure 1.3 Steps involved in ISO Registration .....	25
Figure 1.4 Procedure for NABL Accreditation.....	28
Figure 2.1 Plant Layout .....	36
Figure 3.1 Quality control test procedure for Powdered attack test.....	52
Figure 3.2 Quality control test procedure for Water attack test .....	53
Figure 3.3 Quality control test procedure for Leakage test.....	54
Figure 3.4 Quality Control test procedure for Hydrolytic resistance test I.....	55
Figure 3.5 Quality Control test procedure for Hydrolytic resistance test II .....	56
Figure 3.6 Quality control test procedure for Arsenic test.....	58
Figure 3.7 Quality control test procedure for Thermal shock test .....	59
Figure 3.8 Quality control test procedure for Internal bursting test.....	60
Figure 3.9. Quality control test procedure for Leakage test.....	61
Figure 3.10 Quality control test procedure for Collapsibility test .....	61
Figure 3.11 Quality control test procedure for Clarity of aqueous extract test.....	62
Figure 3.12 Quality control test procedure for Water vapor permeability test.....	63
Figure 3.13 Quality control test procedure for Transparency test.....	63
Figure 3.14 Quality control test procedure for Metal containers .....	64
Figure 3.15 Sample preparation procedure for Quality Control test of Rubber closures.....	65
Figure 3.16 Quality control test procedure for Light absorption test.....	66
Figure 3.17 Quality control test procedure for Residue on evaporation test.....	67
Figure 3.18 Quality control test procedure for Reducing Substance test.....	68
Figure 3.19 Quality control test procedure for Sterility test .....	69
Figure 3.20 Quality control test procedure for Fragmentation test.....	70
Figure 3.21 Quality control test procedure for PH of aqueous test.....	71
Figure 3.22 Quality control test procedure for Self-sealability test.....	72
Figure 3.23 Quality control test procedure for Compression test .....	73

Figure 3.24 Quality control test procedure for Carton opening test .....	74
Figure 3.25 Quality control test procedure for Moisture content test .....	74
Figure 3.26 Quality control test procedure for Flooding endurance test ....	75
Figure 3.27 Quality control test procedure for Air permeability test.....	75
Figure 3.28 Quality control test procedure for Tensile Strength test .....	76
Figure 3.29 Quality control test procedure for Tear strength test .....	77
Figure 3.30 Quality control test procedure for Burst strength test.....	78
Figure 3.31 Quality control test procedure for Stiffness test .....	79
Figure 4.1 Fishbone diagram or Ishikawa diagram .....	100
Figure 4.2 Process of Quality audit .....	118
Figure 4.3 Hierarchy triangle flowchart for Quality documentation .....	120
Figure 5.1 Principles of Qualification .....	128
Figure 5.2 Steps involved in Validation master plan for Analytical method.....	135
Figure 5.3 Types of PH Meter calibration .....	136
Figure 7.1 Quality Risk Management.....	196

# PREFACE

In the intricate and highly regulated world of pharmaceuticals, the concept of quality is not just a benchmark but the very foundation upon which the industry stands. "The Fundamentals of Pharmaceutical Quality Assurance" is a comprehensive textbook that has been meticulously crafted to serve as a definitive guide in this critical field. This book is an essential resource for students, educators, professionals, and anyone interested in the pharmaceutical industry, offering a deep dive into the multifaceted aspects of quality assurance and management.

At the heart of this book is a fundamental question: What is quality in the context of pharmaceuticals? We begin our exploration by defining "quality" as the degree to which a product or service's inherent characteristics meet customer requirements. This definition sets the stage for an in-depth discussion on the Quality Management System (QMS), where we dissect its integral components - Quality Planning, Quality Control, Quality Assurance, and Quality Improvement. Each component is explored in detail, revealing their unique roles and interdependencies in ensuring the highest standards of product and service quality.

The distinction between Quality Control (QC) and Quality Assurance (QA) forms a critical part of our discourse. We delve into their definitions, objectives, and responsibilities, elucidating how these two facets, while distinct, are complementary and essential for the holistic management of quality in pharmaceuticals.

A significant portion of the book is dedicated to Good Manufacturing Practices (GMP), a cornerstone in the pharmaceutical industry. We discuss its objectives, principles, and categories, emphasizing its crucial role in ensuring product quality and safety, particularly in the pharmaceutical sector. This leads us into the realm of Total Quality Management (TQM), where we explore its definition, objectives, elements, and advantages. The philosophies of key quality gurus like Dr. W. Edwards Deming and Dr. Joseph M. Juran are examined, offering insights into the evolution of quality management practices.

The International Conference on Harmonization (ICH) is another pivotal topic we cover, explaining its objectives, purpose, participants, and harmonization process. This is followed by an in-depth discussion on Quality by Design (QbD), a systematic approach to product development that emphasizes understanding and controlling the manufacturing process. The elements and tools of QbD are outlined, highlighting its significance in the pharmaceutical industry.

Our journey then takes us through the critical aspects of pharmaceutical packaging, complaint handling, recall procedures, waste disposal, and documentation maintenance. Each of these areas is essential for ensuring product quality, safety, and regulatory compliance in pharmaceutical manufacturing and distribution.

Finally, we delve into the technical yet vital aspects of pharmaceutical quality assurance, including calibration, validation, qualification, warehousing, and material management. These elements are crucial for ensuring the safety, efficacy, and quality of pharmaceutical products.

"The Fundamentals of Pharmaceutical Quality Assurance" is not just an academic textbook; it is a journey through the landscape of quality in the pharmaceutical industry. It is a blend of theoretical knowledge, practical insights, and real-world applications. As you turn each page, you will be equipped not only with knowledge but also with a deep understanding and appreciation for the critical role of quality assurance in pharmaceuticals.

We trust that this book will not only educate but also inspire a commitment to excellence and integrity in the field of pharmaceutical quality assurance. Welcome to a journey of discovery, learning, and professional growth in the fascinating world of pharmaceuticals.

## ACKNOWLEDGMENTS

I would like to thank all the people who have assisted and supported me in obtaining the research work for preparing this book. And I would like to extend my sincere thanks to all those who supported me in the completion of this book. First and foremost, I have the immense pleasure and honor of being indebted to my guide Associate Professor Dr. Nawaz Mohammed, Department of Pharmaceutics for his inspiring guidance, valuable instruction, excellent suggestions, encouragement and keen supervision. He paid special attention to my research work and assisted in the early completion of the work.

Also, thanks to the Department of Pharmaceutical Quality Assurance, Raghavendra Institute of Pharmaceutical Education and Research, where I can continue my teaching, training, and, most importantly, learning the many facets of the process of creating vibrant networks.

In addition, none of this would have been possible without the love and encouragement of my parents and my brother who have been a constant and great source of inspiration to me to pursue higher studies.

Finally, I would like to express my gratitude to the publication team at Cambridge Scholars Publishing for their kind and skillful assistance.

**T. Reshma**

Assistant Professor

Raghavendra Institute of Pharmaceutical Education and Research

Anantapur – 515721- India





# CHAPTER 1

## QUALITY ASSURANCE AND QUALITY MANAGEMENT CONCEPTS

A comprehensive overview of various concepts and practices in quality assurance and quality management, defining "quality" as the degree to which a product or service's inherent characteristics meet customer requirements. The chapter then delves into the Quality Management System (QMS), explaining its components, such as Quality Planning, Quality Control, Quality Assurance, and Quality Improvement, and their respective roles in ensuring product and service quality, distinguishes between Quality Control (QC) and Quality Assurance (QA), highlighting their definitions, objectives, and responsibilities. It also introduces Good Manufacturing Practices (GMP), detailing its ideals, principles, and categories, which are crucial for ensuring the quality and safety of products, especially in the pharmaceutical industry. Total Quality Management (TQM) is explored, including its Definition, objectives, elements, advantages, and the philosophies of key quality gurus like Dr. W. Edwards Deming and Dr. Joseph M. Juran. The chapter also covers the International Conference on Harmonization (ICH), explaining its objectives, Purpose, participants, and harmonization process. Quality by Design (QbD) is another significant aspect discussed, where the focus is on a systematic approach to product development that emphasizes understanding and controlling the manufacturing process. The chapter outlines the elements and tools of QbD, emphasizing its importance in the pharmaceutical industry. The chapter also provides an overview of the International Organization for Standardization (ISO), notably the ISO 9000 and ISO 14000 series, discussing their definitions, benefits, and elements. These series are essential for standardizing quality management and environmental management practices across various industries: National Accreditation Board for Testing and Calibration Laboratories (NABL), its objectives, benefits, scope, and accreditation process, highlighting its role in ensuring the quality and reliability of testing and calibration laboratories. Overall, this chapter serves as a detailed guide to quality assurance and management principles and

practices. It offers valuable insights into how organizations can achieve and maintain high-quality product and service standards.

## **1.1. Introduction**

### **Quality:**

Quality is defined as the degree to which a set of inherent characteristics or properties of a product or service fulfils the customer's requirements.

### **Quality Management System (QMS):**

A Quality Management System (QMS) is a set of policies, procedures, and processes that an organization implements to achieve and maintain high quality in its products and services.

The QMS focuses on meeting customer expectations and requirements, enhancing efficiency and effectiveness, reducing risks and errors, and continuously improving performance.

The QMS also inspects products or services to ensure the products meet the specified requirements.

### **Components of QMS:**

Quality Planning

Quality Control

Quality Assurance

Quality Improvement

### **Quality Planning:**

To obtain quality, identify the requirements, set the criteria, and plan a well-established procedure.

### **Quality Control:**

It is defined as a set of activities intended to ensure product quality.

**Quality Assurance (QA):**

It is defined as activities intended to assure quality in the process and product.

In QA, there are several stages involved,

Understand the customer's needs.

Define the objectives.

Design the product.

Prototyping (Preliminary design of product)

Quality testing

Customer approval

Pilot test

Quality test

Customer feedback

Large scale manufacturing

Follow-up customer feedback

**Quality Improvement:**

It refers to anything that enhances the product or services to meet the quality requirements, and it is a cyclic method for the continuous improvement of the process as follows,

Plan

Do

Check

Act

## **1.2. Concept of Quality Control (QC)**

### **1.2.1. Definition**

Quality control is defined as a process or set of activities intended to ensure product quality.

### **1.2.2. Objectives of Quality Control**

To establish the desired quality standards which are acceptable to the customer.

To identify the flaws and variations in the raw materials and manufacturing process.

To improve the quality of the product.

To study and identify the extent of deviations in a product during manufacturing and analyze the variations.

### **1.2.3. Responsibilities of Quality Control**

It is responsible for day-to-day quality control within the company.

It is responsible for the analytical testing of incoming raw materials and packaging components.

It is responsible for the selection of vendors.

It is responsible for the inspection of the plant environment.

## **1.3. Concept of Quality Assurance (QA)**

### **1.3.1. Definition**

Quality assurance is defined as a process or set of activities intended to ensure quality in manufacturing a product.

### 1.3.2. Objectives of Quality Assurance

It enhances the efficiency of the product.

It assures the quality of raw materials and finished products.

Evaluating the Plant environment.

It manages Good Laboratory Practices (GLP) and Good Manufacturing Practices (GMP).

### 1.3.3. Responsibilities of Quality Assurance

Ensuring the proper manufacturing process.

Maintain batch records and review.

Make a Master plan for the entire process.

To perform the self-inspection.

To investigate, record and report the deviations and analyze the cause of variations.

**Table 1.1. Difference between Quality Control and Quality Assurance**

S. No	Quality Control	Quality Assurance
1	Quality control is defined as a process or set of activities which are intended to ensure the quality in the or of the product	Quality Assurance is defined as a process or set of activities which are intended to assure the quality in the process of manufacturing and as well as product
2	It is also called as Wet Laboratory	It is also called as Dry Laboratory
3	It focuses on the product's quality	It focuses on the quality of process
4	Its goal is to make the quality product without any defects	Its goal is to make the quality process without any defects

5	Quality Control department is responsible	Everyone is responsible
6	It is a corrective tool	It is a Preventive tool

## 1.4. Good Manufacturing Practices (GMP)

### 1.4.1. Definition

Good Manufacturing Practices (GMP) is a set of rules and regulations (Provisions), codes and guidelines for manufacturing drug products and drug substances, medical devices, in-vivo and in-vitro diagnostic tools and food.

### 1.4.2. Objectives of GMP

**Ensuring Product Quality and Consistency:** One of the primary goals of GMP is to ensure that products are consistently produced and controlled according to quality standards. GLP helps to minimize the risks involved in pharmaceutical production that cannot be eliminated through testing the final product.

**Protecting Consumer Health:** Protecting Consumer Health: GMP is intended to prevent errors and contamination in the manufacturing process, which can make products dangerous for consumer use. By adhering to GMP guidelines, manufacturers help protect public health.

**Meeting Legal Requirements:** Compliance with GMP is a legal requirement for pharmaceutical and food product manufacturers in many countries. It ensures that companies meet the minimum standard set by the government for the safe and effective production of these products.

**Ensuring Batch Traceability:** GMP helps ensure the traceability of all products. Through documentation and procedural controls, manufacturers can track each batch of their products, which is crucial in case of recalls or for investigating complaints.

**Facilitating International Trade:** Adherence to GMP standards is often a prerequisite for trading internationally in the pharmaceutical and food industries. Good practices make products acceptable across borders, thus facilitating global commerce.

**Building Consumer Confidence:** Consumers are more likely to trust and feel confident about the safety and effectiveness of products manufactured under GMP conditions.

**Improving Efficiency and Reducing Waste:** By standardizing production processes and reducing errors, GMP can also lead to increased efficiency and reduced waste in manufacturing.

**Supporting Continuous Improvement:** GMP includes provisions for regular audits and reviews, encouraging manufacturers to continuously improve their processes, leading to better product quality and efficiency over time.

### **1.4.3. Principles (Or) Guidelines of GMP**

#### **1.4.3.1. Regulations or Guidelines of GMP related to Buildings and Facilities:**

Design and Construct features

Lighting

Ventilation

Plumbing

Waste Management

Washroom and Toilet facilities

Sanitation

Maintenance

#### **1.4.3.2. Principles or Guidelines of GMP related to Manufacturing Process:**

Design and construct the facilities and equipment properly.

Follow written procedures and instructions.

Documentation

Validation (Checking and providing the accurate process)

Monitor the facilities and equipment.

Follow up on the Standard Operating Procedures and Instructions

Design, Develop and Demonstrate the Job Competence.

Control components and products related to the process.

Conduct planned and frequent audits and inspections.

#### **1.4.4. GMP Categories**

##### **Sale:**

No distributor or importer should sell a drug unless it has been properly manufactured, packaged, labelled, tested, and stored.

##### **Premises and Cleaning:**

The premises should be effectively cleaned.

It should prevent contamination.

The condition of the equipment should be good.

The equipment should be in a good state of repair.

##### **Personnel:**

Provide the appropriate education, training, and experience for the staff.

##### **Sanitation:**

Limit the sources and types of contamination.

Perform the regular cleaning of equipment and facilities.

Act against pests.

Monitor the environment.



**Raw Material, Packaging Material and Finished Product Testing:**

Test each lot or batch of raw materials to confirm the identity of raw materials and assure the quality of the drug in the product.

Collect and test the incoming samples before use.

Only approved test methods and specifications are used.

The results must conform to specifications for release.

Maintain transportation and storage records.

**Manufacturing Control:**

Follow the well-established written procedures like Master formulae, Manufacturing orders and Packaging orders.

The critical process in manufacturing should be validated.

Self-inspection programs should be conducted.

**Quality Control Department:**

It is responsible for day-to-day quality control within the company.

It is responsible for the analytical testing of incoming raw materials and packaging components.

It is responsible for the selection of vendors.

It is responsible for the inspection of the plant environment.

To perform stability studies.

To review the batch records and labels.

To conduct the training and audits.

**Samples:**

Retain samples of each lot of raw materials and finished product for a specified period.

**Stability:**

To establish the length of time, the product meets all the specifications.

Monitor the drug for the specified period.

**Sterile Products:**

It was packaged in a separate enclosed area by trained personnel using specified methods that ensure the product's sterility.

**Records:**

Document all GMP activities performed.

Use Good Documentation Practices (GDP).

The forms must be readily available.

**Good Documentation Practices (GDP):**

It means the documentation must be:

Permanent

Clear, Concise

Accurate

## **1.5. Total Quality Management (TQM)**

### **1.5.1. Definition**

Total quality management is defined as the art of handling things to achieve products or services of high quality.

OR

Total Quality Management is defined as a method by which management and employees can become involved in continuously improving products, goods, and services to increase market position or business.

OR

It is defined as a total degree of inherent characteristics for handling and controlling to improve the product quality at every step.

The word "Total Quality Management (TQM)" was introduced by "Dr W. Edward Deming" in Japan in 1950, and the term has been popular since the early 1980s.

### 1.5.2. Objective

To improve the quality of products continuously.

To maintain the relationship between employee and customer.

### 1.5.3. Elements of TQM

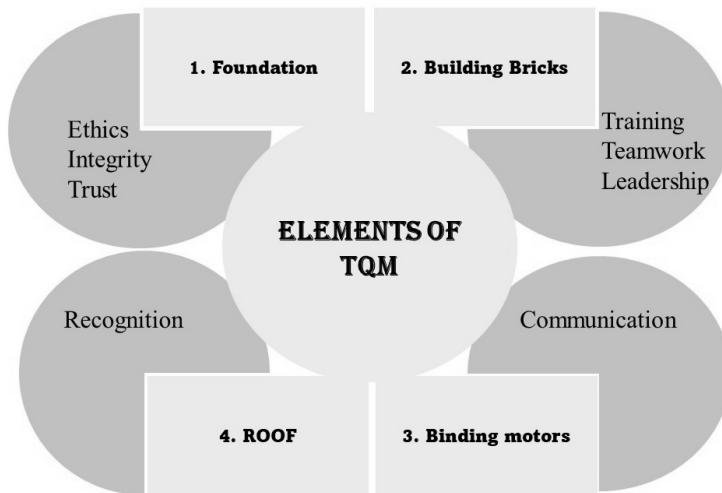


Figure 1.1 Elements of TQM

#### 1.5.3.1. Foundation

##### **Ethics:**

There are two types. They are:

Organizational Ethics establishes a business code of ethics that sets up guidelines for all employees to adhere to the performance or work.

Individual Ethics refers to personal rights.

**Integrity:**

Work should have honesty, morals, values, fairness, and sincerity.

**Trust:**

Trust is essential to work.

**1.5.3.2. Building Bricks:**

**Training:**

The company should conduct the proper training.

**Teamwork:**

Improve the job competence among the employees.

**Leadership:**

The company must develop leadership qualities among the employees.

**1.5.3.3. Binding Motors:**

**Communication:**

The company must develop communication among the employees and as well as customers for the improvement of quality products.

**1.5.3.4. Roof:**

**Recognition:**

The company must recognize and give the achievements of the team who worked for the company and provide suggestions.

**1.5.4. Advantages of TQM**

It increases Product sales.

It strengthens the company's position in the market.

It eliminates defects and waste.

Increases the customer focus and satisfaction.

It improves cost management.

### **1.5.5. Philosophies of TQM:**

Six different scientists developed the Philosophies of TQM. The philosophers are.

Dr. W. Edwards Deming

Dr. Joseph M Juran

Armand V Feigenbaum

Philip Crosby

Walter A Shewhart

Genichi Taguchi

These scientists are said to determine the degree of success in market competition, and these scientists are called "Quality Gurus".

#### **1.5.5.1. Dr. W. Edwards Deming Philosophie:**

Dr. Deming is the person who coined the name TQM in the 1950's.

Dr. Deming has planned a quality improvement cycle called "Dr. Deming Wheel for Continuous Improvement".

The Dr. Demings Wheel for Continuous Improvement contains.

Plan

Do

Check

Act

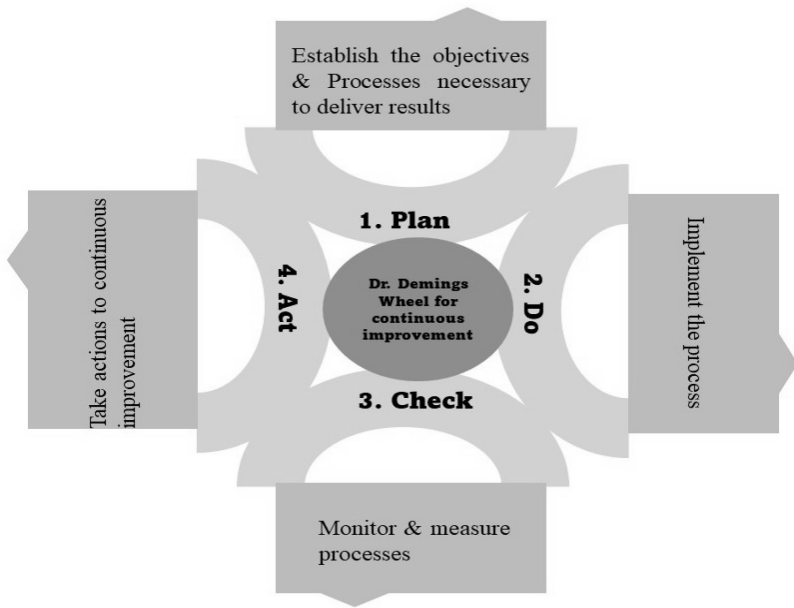


Figure 1.2 Dr. Deming's Wheel for continuous improvement

And suggested a set of 14 points for better quality as follows:

- Create Constancy of Purpose
- Follow a new philosophy.
- Establish quality measurements.
- Introduce new and modern methods in job training.
- Act against problems.
- Minimize the total cost.
- Leadership
- Breakdown the barriers between the department
- Planning without defects
- Evaluate the cost of quality.
- Recognition for contributors
- A self-improvement program can be conducted.
- Establish quality councils.
- Maintain Continuously