

Transforming Lives at Sheridan

A Tribute to Dr. Mozammel Khan

By Lorraine Fraser, P.Eng.

*This book is dedicated to the past and
future generations of quality
professionals who graduate from
PQAS program at Sheridan.*

Foreword

I came to know Dr. Mozammel Khan during my time as President and Vice-chancellor at Sheridan College. I appreciated Dr. Khan's commitment to his students and his interest in advancing Sheridan as an institution of higher learning. This commitment was particularly evident in his leadership in Sheridan's Academic Senate. This fledgling body grew and matured during my time at Sheridan and Dr. Khan played a prominent role in this as both the Deputy Speaker and the Speaker of Senate as well as a member of the Senate Executive. I was always impressed with Dr. Khan's strong grasp of good governance and I could always count on his wise counsel around parliamentary procedure.

I also was impressed by Dr. Khan's intellectual engagement with Bangladeshi community issues through his significant authorship in a variety of publications. I have always felt that faculty members who think broadly about pressing issues in our world bring a special form of knowledge to the classroom that benefits students by making them critical thinkers and ultimately stronger citizens. I am sure that both the technical knowledge that Dr. Khan brought to classroom as well as his obvious care for important global issues created a learning environment that will benefit students and graduates in their lives ahead.

It was a privilege to have Dr. Khan as colleague.

Dr. Jeff Zabudsky, Past President
Sheridan College

Contents

Foreword by Dr. Jeff Zabudsky, Past President and Vice Chancellor of Sheridan College	iii
Chapter 1 – Attaining and Sustaining a Quality Culture by by Lorraine Fraser	pg. 6
Chapter 2 – How the Journey Began and the Aftermath by Dr. Mozammel Khan	pg. 9
Chapter 3 – Letters of Appreciation from Sheridan Alumni of the PQUAS program	pg. 15
1. Touria Rawame (Soraiya), class of 2016	
2. Feifei Shang, B.Sc., MHI, class of 2014	
3. Lucian Cristofan, B.Sc., class of 2005	
4. Pranati Basu, B.Sc., B.Ed., ASQ – CQA, CQE, class of 2001	
5. Junsheng (Kelvin) Zhang, B.Eng., class of 2014	
6. Chandana Katugaha, class of 2005	
7. Adetola Adeyemi, B.Tech., class of 2006	
8. Katrina Li, M.S. class of 2016	
9. Pacifico Agustin, Ch.E., MBA, ASQ-CQM/OE, CSSBB, CRE, CQE, CQA, CQPA, CQT, class of 2012	
10. Khushman Khosa, B.Eng., class of 2016	
11. Masum Rashiduzzaman, P.Eng., CSSBB, PMP, PMI-RMP, class of 2001	
12. Ali Emami, class of 2002	
13. Mohammad Shamsuzzoha, MSME, ASQ-CQE, Past-Chair ASQ, Toronto, class of 2001	
14. Dharmesh Prajapati, B.Sc., M.Sc., class of 2010	
15. Kanupriya Japra, B.Sc., class of 2015	
16. Tauqueer Ghazanfar, BSEE, ASQ-CQE, CSSGB, class of 2007	
17. Mohammed Shahrukh, class of 2017	
18. Syed Hyder Ali, M.S. Eng., class of 2012	
19. Terry John Chengal, B.Eng., PMP, class of 2012	

20. Rafiq Alam, B.Sc.Eng., ASQ -CQE, CQA, Certified GB (FCA Standard), class of 2006
21. Kathleen O'Callaghan, B.Sc., class of 2016
22. Abdul Hossain Mollah, Ph.D., P.Eng., class of 2003
23. Basab Goswami B.E.(Mech), MBA; ASQ - CQE, CQA, CSSBB, class of 2009
24. Rashmi Mukherjee, B.Sc., M.Sc., class of 2008
25. Yura Kadenko, class of 2013
26. Sandeep Sharma, class of 2001
27. Rifat Zaman, class of 2018
28. Caleb Chin, B.Sc., class of 2010
29. Vishal Bhardwaj, B.Eng., ASQ- CQE, CQA, class of 2004
30. Mansoor Tavassoly, M.Sc., class of 2005
31. Poonam Dixit, class of 2004
32. Jashan Singh, class of 2016
33. Sunil Masih, class of 2010
34. Marwan N. Razzo, class of 2003
35. Soharab Bhuiyan, P.Eng., class of 2000
36. Manik Sabharwal, B.Sc.,class of 2014
37. Jaydeep Uprati, B.E.,class of 2013
38. Samir Dasgupta, B.Sc Eng., class of 2000
39. Hitesh Kapila, class of 2015
40. Anwar Hossain, P.Eng., class of 2013
41. Himabindu Yeso, B.Sc., B.Ed., class of 2009
42. Manmohan Singh Flora, class of 2006
43. Daniel Sbirnac, P.Eng. class of 2016
44. Wasimreza Momin, B.Sc., M.Eng., class of 2016
45. Ismail S. Walusimbi, B.Eng., class of 2003
46. Michael Olorunyomi, class of 2012
47. Mahfuzul Islam, M.S. class of 2012
48. Gurnam Lambhha, B.Tech., M.Tech.,class of 2007
49. Praveen Goel, M. Tech (IIT/K), CQE, CQA, CMQ/OE, class of 2004
50. Bryan Dumpit, B.Sc., class of 2015
51. Farhan Hanif, P.Eng., PMP, class of 2011
52. Mehdi Hasan, M.Sc., class of 2003
53. M Harun, B.Sc. Eng., class of 2001
54. Nisarg Shah, class of 2015
55. Vikram Thapa, B.E., class of 2008
56. Sandeep Ralhan, B.Eng., class of 2012

57. Matt Liang, CISA, CISSP, M.Sc., class of 2006
58. Vivek Patel, B.Eng., class of 2003
59. Sobha Anne Vincent, CQE, class of 2012
60. Harmeet Aneja, B. Eng. class of 2004
61. Moses O. Ajetunmobi, class of 2017
62. Misjudeen Raji, class of 2018
63. Melwyn Castelino, class of 2018
64. Jayaganth Adhula, class of 2018
65. Devika Ganga Deyal, class of 2017
66. Deepak Sharma, class of 2018
67. Michael Couture, class of 2018

Chapter 4 – A Conversation with Dr. Mozammel Khan, by Dr. Iain McNab
pg. 129

Chapter 5 – From George Harrison to Mozammel Khan by
Professor Jack Urowitz
pg. 152

Chapter 6 – Dr. Khan – A Life Changer for New Immigrants, by Dr. Soumitra Nandi
pg. 159

Chapter 7 – Dr. Khan - An Academician, and Humble Colleague
by Dr. Srinivas Ganapathyraju
pg. 161

Chapter 8 – The importance of Cost of Quality to an
Organization’s Success by Professor Kam Ho, past chair, ASQ
Toronto Section
pg. 164

Chapter 9 – Understanding Governance within Organizational
Excellence and Management Systems
by Daniel Zrymiak, Deputy Regional Director for ASQ Region 4,
Canada
pg. 168

Chapter 1 – Attaining and Sustaining a Quality Culture

By Lorraine Fraser

I first met Dr. Mozammel Khan in 2002 when he hired me to teach various quality courses, including Design of Experiments, as part of the Quality Assurance – Manufacturing and Management, a post graduate program at Sheridan College. The well-structured, rich and coherent curriculum was designed by Dr. Khan and high expectations were placed on the instructors to deliver value to the students. Over the years I would run into Dr. Khan at various ASQ events that were held by ASQ Toronto chapter.

My path with Dr. Khan and Sheridan crossed again in February, 2016 when I was invited by Sheridan – Faculty of Applied Science and Technology to serve as a member of the Review Team for the Quality Assurance – Manufacturing and Management program, as an industrial reviewer. During the review it was clear to me that that Sheridan was an institute that was dedicated to ensuring that the Quality Assurance program was of the highest quality and that it was constantly looking for ways to improve to make the program even better. The review was broad and covered not only the content of the courses within the program, but also the structure of the overall student application process, and the retention rate of the students. All aspects of the program were very positive. During that review I learnt that 90% of the program graduates pass the ASQ certification exams if they write the exams right after completing the program while the passing rate rises to 100% if they write the exam after some experience in industry. Passing the ASQ exams is a demonstration of the scope and depth of knowledge of the applicants. The program instructors come with experience in diverse areas of Quality to provide the students with a true perspective of different sector of industries where the graduates may end up working. All the courses accommodate current practices and standards.

From the day I first met Dr. Khan, I was struck by his sincere interest in helping people succeed. Dr. Khan needed to be assured that the students that were accepted into the program would succeed and so he took the time to carefully understand their backgrounds and their motivation in applying to the program. He also aimed to hire competent instructors with industrial experience. While being extremely well educated, he was fortunate to hone experiences in the field of quality that propelled him to develop a program in Quality. What struck me most was Dr. Khan's down to earth nature and the ease with which he established rapport with others. At this point in my career I realize the importance and necessity of individuals in our society who give selflessly of themselves to move society forward. Dr. Mozammel Khan is one such individual. Dr. Khan has been an outstanding mentor and support to many students who are now excelling in their chosen professions.

I have been fortunate to have had some outstanding mentors along my quality journey. My very first mentors were my parents. My father, who holds degrees in Mathematics and Law provided me with healthy doses of encouragement to achieve academic success particularly in mathematics and science courses; and instilled within me an attitude of hard work, and a desire to succeed in the work world. My mother instilled within me a 'can do' attitude, the desire to strive for excellence and also to excel academically. 'Do not wait for tomorrow to complete a task that you can complete today', she would say. These foundation steps were strong and necessary building blocks and served me well in my career.

When I embarked on my career my very first mentors were Dr. Mahender Khurana, Ph.D., (currently President of MK Business Advisors Inc.) who was head of the DuPont Automotive Finishes division in Ajax, Ontario and my direct manager at the time Mr. Clive Robertson (currently Principal, Synergeant. Consulting LLC). I do recall Mahender's insight and judgement in moving the business forward. I recall Clive's guidance in laying expectations of high standards of excellence and results that would be sustained in the long term. Clive was also my coach for the cross-

functional on-aim team of which I was the leader and whose mission was to produce each batch of paint right on first attempt without adjustments.

While I did much product development work at DuPont, I was thrust into the many facets of quality when I joined Rexam Inc., a British-based American owned multinational consumer packaging company headquartered in London, United Kingdom; and whose motto is 'the quality name around quality brands'. While at Rexam Inc., Mr. Emidio Dimeo (currently President & CEO at Amhil, North America), was a true mentor to me in every sense of the word. He was committed to excellence, and was an intellectual support for many of the quality initiatives that we embarked on. The opportunity that presented itself when I joined the organization was a need for ISO certification of three sites, one in Lachine, Quebec, the second in Flora, Illinois, and the third in Toronto, Ontario.

We were starting our journey with no work instructions, limited data, and with employees who did not have a strong background in quality. Within six months of joining I wondered how this task which appeared to be insurmountable at the time could even be accomplished. A low point was when the lead auditor from an accredited registrar arrived to do a preliminary audit. Emidio always appeared to have much confidence in me. He would say that I was fueled by a secret source of energy and that I just never gave up. After much work, lots of travelling to the two other sites, applying key learnings and standardizing the knowledge gains, all three sites were successfully registered in 18 months. It was at this time that I developed a thirst for quality knowledge and for the application of that knowledge. Once the sites were registered it seemed that the business continued to grow. There were pharmaceutical customers that developed a partnership with us and gently prodded us towards SPC, Process capability studies, DOEs, etc. I realized that to develop my knowledge of quality it would be wise to invest my time in the pursuit of quality certifications. I obtained the ISO Lead Auditor certification. The first ASQ certificate that I was successful in obtaining was the ASQ Certified Manager of Quality/ Organizational Effectiveness certificate. The second was the Certified Quality Engineer

certificate. This was followed by the Six Sigma Black Belt Certificate and finally the Certified Quality Auditor certificate. In time I added to my passion for Quality, a passion for Lean. As time permitted, I looked to widen my knowledge base and my experience. I felt that I was successfully augmenting my knowledge of science and engineering concepts with my knowledge of quality and lean. And paramount for a leader to successfully apply quality and lean concepts in an organization is the development of strong insight and judgment which comes about from the accumulation of knowledge and experience.

Quality is of critical importance in organizations as it is closely tied to customer satisfaction, customer loyalty, and ultimately the growth and sustenance of a business. The customer is king and feedback from the customer must be taken seriously and with intent to follow through with action. In order for a company to continue to capture market share it must be perceived as offering a quality product or service. Quality cannot be inspected into a product. It must be built into a product. This leads us to the question of how a company attains and sustains a quality culture. Attaining and sustaining a quality culture allows an organization to achieve extraordinary results. How does an organization achieve extraordinary results? Extraordinary results are achieved through instilling excellence in an organization, and excellence is not an act but a habit. An environment must be created that is conducive to excellence. Employees need to walk away from old mindsets. A message may need to be communicated in 50 different ways, and leaders need to communicate ideas in a way that energizes the organization. One cannot expect change for the better if one continues to do things the way one has always done things. An organization must define a set of values that employees can refer to, internalize and follow.

The Importance of Vision, Mission, and Values in an Organizations' Culture - Quality needs to be approached from a strategic standpoint. To achieve quality in a product or in service means that there is excellence within in an organization. It is necessary to provide employees with a vision that clearly details the breadth of work that is involved, and the pathway to the end result. This way as employees are led along the path of value

added work they develop confidence that they can develop the skills and talents to support the organization. To build a business one needs to build people. The foundation is the existence of a vision, a mission, and values and all employees need to be able to clearly articulate the vision, mission and values. Creating a unified vision with employees accomplishing a common mission allows for a breakthrough culture through the line of one.

The Need for Employee Goals to be Connected to an Organization's goals - Employees need to be assigned goals on a yearly basis so that they can drive their actions towards the attainment of these goals. If an organization does not keep itself nimble and at the forefront, it risks being outpaced by competitors. And hence its goals must reflect this vision. In order to become a successful business one has to behave like the business is a success. As individuals achieve their individual goals then the goals of the team (the broader organization goals) can be achieved. .

The Need for Good, Honest Data in order to Apply Quality Tools - Data provides the fodder for analysis. If there is no good data then one cannot establish a baseline. Without establishment of a baseline one cannot see the trend line, and when things are out of scope, one cannot react to the occurrences out of scope. One needs data to initiate use of quality tools including SPC, Design of Experiments, Process Capability Studies, etc., which lead to reduction and elimination of defects. Work instructions, procedures, employee training programs and follow through will allow for the building of robust processes that will produce consistent product and service.

The Importance of Expediently Addressing Issues – It is necessary to train employees on using problem solving tools to effectively address issues. The larger the employee population that is able to effectively address an incident/ issue as it arises means that the lower the chance of that incident occurring again. This allows for employees time to be spent on more value added tasks. Considering the concept of 'Muda', as the water level is lowered new rocks (problems, opportunities, inefficiencies) will

continue to be exposed and they must be addressed in order to ensure a movement forward.

The Importance of Recognizing and Celebrating Success

Positive behaviours must be reinforced, and recognition is critical. Celebration of success can take many forms. Each improvement can be documented and many turned into best practices that can be shared amongst sister sites. Posting positive results provides employees with the reinforcement that excellence is possible, and that they are quite capable to meeting the ever expanding needs of the customer.

1. Sayle, B. and Kuman S. (2006). Riding the Blue Train. USA: Penguin Books Ltd.

2. Barry, T. (1994) Excellence is a Habit. How to Avoid Quality Burnout. ASQC.



Chapter 2 – How the Journey Began and the Aftermath

By Dr. Mozammel Khan

I immigrated to Canada in 1994 leaving a miracle country name Singapore where I lived for around 4 years. I went to Singapore after the Iraqi invasion of Kuwait, an oil-rich super rich country, where I have been working for more than 7 years as a Research Scientist at Kuwait Institute for Scientific Research. Until then I had no knowledge of Quality since during those days, the University curriculum, even in the United States, did not have any courses on Quality.

In Singapore, I got a teaching job in a span of 24 hours of my visiting that country in October of 1990 as a Senior Lecturer of

Mechanical Engineering Department of Ngee Ann Polytechnic. The department had around 175 teaching faculty. So, it was somewhat difficult to make one's presence felt in that big community.

During my Master's degree program, I took a course by the name of Design of Experiments (DOE), an arena of applied Statics which was originally developed by Sir Ronald Fisher, who was an English statistician and biologist. He worked at Rothamsted Research for 14 years from 1919, where he developed the analysis of variance (ANOVA) to analyse its immense data from wheat growing experiments since the 1840s, and established his reputation there in the following years as a biostatistician. Since then, DOE was mainly used for Agricultural Experimentations and later became very popular with the scientists working in biological and pharmaceutical industries.

1960's the DOE was introduced for industrial experimentations by a Quality Guru, by the name G E P Box, a British statistician, who worked in the areas of quality control, time-series analysis and design of experiments. He moved to the University of Wisconsin-Madison to create the Department of Statistics.

After six months or so in my job in Singapore, a senior colleague of mine by the name of Cheong Mun Sang called me one day to know if I know anything about Quality. I told him about having a course in DOE. I also used DOE to a certain extent in my research work in Kuwait, by no means in the field of Quality. His answer was, 'then you can learn something called Taguchi Method and be a part of a team I am assembling to create a consulting group and eventually to establish a Centre for Quality'. I started learning Taguchi Method by reading books and articles on Taguchi Method. It is an extension of DOE with specific application to something called Robust Design developed by Dr. Genichi Taguchi, a Japanese Quality guru, who is known worldwide for introducing of Quality Loss Function, Parameter Design and Robust Design. A portion of inscription on Taguchi Medal says, ***"Taguchi's major contribution has involved combining***

engineering and statistical methods to achieve rapid improvement in costs and quality by optimizing product design and manufacturing process. His methods represent one of the major advances in the history of manufacturing industries”.

In the process of learning Taguchi Method, I wrote several technical papers on Taguchi's Philosophy and the Methodology to implement the philosophy. My knowledge in Taguchi Method made me a strong member of the consulting group that eventually succeeded in receiving 17 million dollar grant from Singapore Government to establish a Center for Quality, first of its kind in South East Asia. It was in Singapore, I first heard and learned about the first version of ISO 9000 standards released in 1987 by **International Organization for Standardization (ISO)** headquartered in Geneva, Switzerland. The team also developed a two-year diploma program on Quality that had an initial enrollment of 120 students.

Over the next three years, I not only taught DOE and Taguchi Method but also became an expert in another vital field of Quality known as Statistical Quality Control (SQC) through self-learnings by reading books and journals and observing practices in industries while I was doing consulting on DOE and Taguchi Method in many high-tech companies of Singapore such as Seagate, Philips, Maxtor, etc. In fact, I made such a mark on Singapore industries that one of my papers on Taguchi Method was used as a manual by Quality Managers to conduct experiments using Taguchi Method. When I resigned from my job, in my farewell organized by the students of Quality Assurance program, I was given a farewell plaque on which it was written, "Your Departure is a Loss to Our Country".

When I came to Canada in 1994, the whole of North America in particular and the Western world in general, was in deep economic recession. However, before I made my final decision to resign from my tenured job in Singapore, I wanted to make sure that I have a job in my newly adopted country. With that intent, I

came to Canada a few months earlier than our final landing and went to different academic institutions in Greater Toronto Area (GTA). However, because of the terrible economic situation, I did not meet with much of a luck.

At one point I went to Sheridan College and met with the Dean (Gord Lalonde) of Faculty of Science and Technology (FAST), Ms. Sally Omar (Chair of Engineering) and John Salisbury, Coordinator of Mechanical program. Sally Omar gave me an assurance of giving me a sessional teaching assignment for a year starting August 1994. However, when I expressed my not so much interest to accept a temporary position in lieu of my permanent job in Singapore, Gord Lalonde looked at my resume a little more critically and discovered that I obtained my Ph. D. degree from the University of Illinois at Urbana-Champaign, at that time, the second ranking engineering school of the United States. At that point he asked me see him after a few days to give him the time to talk to the VP academic to see if a position could be created for me. When I met them after a week, they gave me the news that the VP academic agreed to create a permanent position for me as soon as I finish my sessional appointment. At that point I made my decision to leave Singapore and come to Canada.

After a year of teaching, based on my performance in the class room, I was appointed in a permanent position and was exempted from a probationary period of two years, which is usually the case of a new hire. However, the good days did not last long. In 1996, a new conservative government came to the helm of Ontario. The policy of the new government was by no means pro-education. They made a big cut in the education budget and as a consequence many of the Professors were in line for lay-off, the first time it happened to the College system since its inception in 1967. According to Union policy, the seniority is the basis for who should go first. Since I was the Professor with the least seniority, my job was in line to go first. At that point, the Dean Gord Lalonde called me one day and told, "Mozammel, I do not want to lose you. Would you be able do something that the other Professors cannot do". At that point, the Quality Assurance came to my mind.

Even before this lay-off scenario began, because of the prevailing economic recession, a lot of people were laid off by various industries and enterprises. To retrain those laid off people, federal government created a fund air marked for organizations who would be create training programs to retrain the laid-off workforce to make them ready for the jobs that are available in the market. A colleague of mine (Bill Costigane) who was then a coordinator for FAST's Chemical Program created one such program in Environmental Control and was awarded the aforesaid federal grant and I was teaching a course in the area of Statistics and Quality Control. Bill Costigane advised me to create a similar program in Quality Assurance. As per his advice and help, I created a three-week, eight hours per day ISO/QS9000 Implementation Training Program and submitted to the Federal Government and it was approved within a short time. We hired two industry experts to help me in teaching in the Program. We got the funding successively eight times trained 160 people and the training program was run in Skills Training Centre (STC). I also made a profit-sharing partnership agreement with an external ISO9000 lead auditor by the name of Global Quality Institute who ran the course at STC under se the umbrella of Sheridan Quality Institute and shared the profit.

Simultaneously, I was advised by Gord Lalonde to develop a two-year diploma Program in the field of Quality Assurance. So, a diploma program by the name of Quality Assurance Engineering and Management was developed under my behest in 1996 and it was immediately approved by the Ministry. Also, at the same time, I developed an eight-course QA program under the name of Quality Management Certificate which was run in the evening under the Continuing Education Division. However, the two-year diploma program although approved was not run since, in the views of the College Management, the students coming fresh from high school would not be able to manage the courses in the program.

At that point, Bill Costigane encouraged me to develop a one year Post Graduate Program in Quality Assurance, introduced first time

by the Ministry, similar to one he developed in Environmental Control. I also felt the necessity of developing such a short term program for another very pressing need. During that period, a lot of very qualified people having degree mostly in Engineering and Sciences came to Canada as new Canadians, but because of economic recession prevailing at that time, hardly anyone was able to get any professional job. Hundreds of engineers came to GTA from my native country, Bangladesh as well. To help them integrate into Canadian workforce I, along with a few fellow engineers, most notably a long-time friend of mine Rezaur Rahman, from Bangladesh, formed an organization namely, Association of Bangladeshi Engineers of Ontario (ABEO) with around 500 members. I became the President of that organization in 1997 and experienced the miseries of those foreign qualified people in their newly adopted country. In fact, as a point of justification to develop such a Program, it was mentioned in the submission document that read as follows: "The program will also be very suitable for immigrants with foreign experience who want to integrate Quality Assurance with their existing expertise and to enhance their employability in Canadian workforce".

The Program proposal was submitted to the Ministry in October 1998 with the projected enrolment of 35 students to start the first intake in January 1999 and it was approved in April 1999 by the Ministry. Bill Constigane, the then the acting Director of FAST and I had to go to the Ministry to expedite the process. The Ministry agreed to approve the program with slight modification of its name. Since the word 'Engineer' is protected by Professional Engineers Ontario (PEO), the Ministry suggested the word 'Manufacturing' instead of 'Engineering' to which we readily agreed. The main attraction of the program was its Co-op component in between two terms in class room. This would give the graduates the so-called 'Canadian Experience' to get entry into Canadian workforce.

To start the first intake, I interviewed each and every applicant for two reason: firstly to assess that they would be successfully in going through the program and secondly, to help the applicants

make an informed decision to invest their time and resources. We ended up with 34 students. Except for myself, all other instructors came from different sectors of industries and one Professor was assigned only one course. The main objective was to give the students exposure to different sector of industries which the individual instructor brought to the class room.

The Co-op component was managed by an individual by the name of Judith MacKinnon (now she is a Counsellor, Career Education), who was then new to Sheridan. However, she did a magnificent job and managed around 100 postings for 34 students. So, at the end, every student got at least one offer of job. That was really the beginning of a successful journey and we never had to look back.

Over the years, there were proposals to have another intake in September which I always resisted with the objective not to flood the markets with QA graduates. Also, I did not want that our graduates from one group should be fighting for the same job with graduates from another group. Also, at my request, tuition fees for the domestic students was never increased by any big percentage. A need-based bursary was introduced with \$500 for each term they spend in the class room. Also, to let the students do any work to earn some money, the time table for the courses was kept only for four days of the week, keeping the Friday free. To enable the female students with children, in the event they had to take care of their children sending them to school or daycare, no class was scheduled before 9 am.

The program provides people possessing a scientific or technical background with the skills and knowledge related to quality assurance to prepare them for career opportunities as quality assurance professionals, quality assurance engineers, quality assurance supervisors or quality assurance managers, primarily for the manufacturing sector. Although the program focuses mainly on the manufacturing field and more specifically automotive, graduates obtain enough generic knowledge to work in other areas requiring quality assurance professionals.

Students receive a purposeful educational experience within the academic environment and in industrial organizations' settings. Students obtain relevant industrial experience while solving current challenges of manufacturing organizations. Through the projects, course and lab work, students address the challenges of manufacturing and service organizations.

The Quality Assurance – Manufacturing and Management program provides relevant industrial experience within the academic environment through industry-related projects, experimentation, classroom lecture and demonstrations, which fosters creativity and innovation. The program prepares students to apply theoretical and practical concepts in most aspects of quality toward professional careers that make significant contributions to supporting both manufacturing and service industries in solving complex quality related problems, monitoring quality of both products and systems, carrying out applied research and development activities for systems in a wide variety of industrial, aerospace, and government organizations.

This program is a unique one in the province of Ontario. No other post-secondary institution, except another college which developed a QA Program recently, has a full time program in the area of Quality Assurance specifically suitable for manufacturing industries. Since it is a one-year, full-time graduate certificate program, it became the choice of many new immigrants with foreign experience and degrees who wanted to integrate Quality Assurance skills with their existing expertise and to enhance their employability in the Canadian workforce. Also, courses in the program are taught by a dedicated group of faculty who come from different disciplines of the manufacturing sector.

The program, at this time, gets a bulk percentage of International Students and Internationally Trained Immigrants. The program has a large percentage of applications from foreign trained professionals. There is an opportunity for the quality assurance program to support some of Sheridan's strategic goals, as an example, the programs outcomes and courses could be used to

support initiatives related to sustainability, procedural practices and self-assessment. The program has opportunities to support local industry in the form of industry projects related to quality assurance.

The program, over the last 18 years, helped many new Canadian not only to have professional jobs, but it helped them to regain their self-esteem. For the first time, this year, in winter 2017, because of very high number of applicants, two sections were taken comprising of 52 students. Only future will tell, depending on the success of co-op placement and the subsequent full time placement, if it was a well-thought out decision.

Over the years since the first intake of the program in 1999, it was indeed a rewarding experience for me, since I always received the highest degree of appreciations from the Graduates. For many of them the program was life changer. These were vociferously reflected in the feedbacks of around 60 graduates in this book, out of an estimated four hundred who successfully completed the program. Many of the feedbacks are so emotionally written that they bring tears to my eyes.

In the first few years, the graduates used to arrange some kind of party after the finishing week in a banquet halls and they used to shower me with unbounded praises and appreciations. In one such party, they invited the Dean, Associate Deans and the Professors those who taught in the program and all of the invitees reached the venue before me. When I entered the banquet hall, all the graduates stood up from their seats and greeted me with standing ovation, which, obviously, they did not do for other invitees. This simple incident gave me an immense pleasure and satisfaction and will remain in my heart for all time to come. Once, I went to a social gathering with my wife and a graduate came to me and greeted me with traditional greeting and I introduced him with my wife. After greeting my wife, he told her, "Sir has changed my life in Canada". A few years ago, a student came to my office with his wife. He told, "Sir both of us want to pay our respect to you for what you have done for me". Following the age-old South

Asian tradition, both of them bowed down and touched my feet to take my blessings, the ultimate respect reserved for a Guru. These anecdotal stories could be endless. For me, as a Professor, I dedicated myself in the successes of my students with all my passions and hard work. In return, I feel absolutely satisfied in my profession and consider the respects and appreciations which are ceaselessly flowing from my students as the ultimate reward of any human being.

An advertisement appeared in Toronto Star in 1999 after the success of the first intake:

EDUCATION To place an ad call (416) 777-7777

685 Education/Career Training

685 Education/Career Training

685 Education/Career Training

685 Education/Career Training

685 Education/Career Training

Get Quality Career Training!



Responding to a large market demand, Sheridan College offers you a unique program not offered at any other college or university in Ontario:

Quality Assurance – Manufacturing and Management

**One-Year Full-time Post-Graduate Program
Starts January 10, 2000, Davis Campus (Brampton)**

Program includes: two terms of classroom instruction and one term (four months) of paid-work placement in industry. 1999 offering realized 100% co-op placement. All courses are taught by practising Q.A. professionals.

OSAP and Bursaries are available for approved applicants. The program is open to individuals with a university degree in engineering, science or mathematics, or three-year college diploma in technology, or, equivalent combination of education and work experience.

Attend an information session on Oct. 23, 10 a.m.

**For more information or to apply, call
Dr. Mozammel Khan, Program Coordinator:**

(905) 459-7533, ext. 5174 or

(905) 845-9430, ext. 5174 Fax: (905) 874-4331

Email: mozammel.khan@sheridanc.on.ca



Chapter 3 – Letters of Appreciation from Alumni of Sheridan's PQQS program

#1 - Touria Rawame (Soraiya)

I was privileged to take the Quality Assurance – Manufacturing and Management program at Sheridan College. The Quality Assurance program was designed and coordinated by Dr. Mozammel Khan. The curriculum was rich and coherent. The workload was intense; however, well presented. Dr. Khan was a committed professor. His enthusiasm in teaching this program was reflective of his great attitude. He was dedicated in teaching us all the aspects of Quality Assurance in an effective manner. He took his time to thoroughly explain and present the material in a manner that we would understand.

I would like to extend a heartfelt thanks to Dr. Khan for being such a wonderful professor. I certainly gained a wealth of knowledge from Dr. Khan's program. He absolutely took the time to create an affluent program. His many years of experience in the field had tremendously affected the way he was able to teach the program. He ensured all of his students walked away from the program with an excellent working knowledge of quality assurance - manufacturing and management and the ability to implement the regulations in a practical way. He made the course meaningful and conducted his class in a very skillful manner. I continuously gained in depth knowledge from the materials he presented. Certainly, Dr. Khan is an exceptional professor that cares about his students and their understanding of the course.

I would also like to acknowledge Michael Kukhta for being an exceptional instructor. Michael Kukhta made the program more interesting. He shared his extensive knowledge and professional experience as well. He ensured we were attentive and eager to learn more about the subject. He was extremely informative and had a great ability to reference practical and real world applications, especially in conjunction with multi-modal simulation and, exercise materials. Michael Kukhta was well organized; I certainly appreciated when he included practical examples into his lectures. He provided clear and detailed case studies that gave us the opportunity to learn, work collaboratively and gain hands on experience, which made the classes (in both semesters) very comprehensible.

I would like to conclude by thanking Dr. Khan for creating such a renowned program. I will surely remember his great teachings and apply them to my professional career. He is one of the most influential teachers and mentors I had in my life and he impacted my life in such a positive way. Nonetheless, I would definitely recommend the Quality Assurance – Manufacturing and Management program to another prospective student.



#2 - Feifei Shang

I graduated with a Bachelor of Science from University of Toronto in 2013. Since my degree was very general and broad, I was uncertain of what career to pursue. I realized I needed to study a program that would teach me more tangible skills. At the same time, I heard from my friends that there was a great deal of workforce demand in quality assurance. I started researching for post-graduate certificate programs of QA in GTA. Among all QA programs, I particularly liked QA-Manufacturing and management at Sheridan College because it would provide me with a new set

of knowledge and skills. I knew it would open a lot more doors for me in the future.

During the eight month program, I took Statistical Engineering and Statistical Quality Control with Professor Khan. He was very knowledgeable in statistics in quality assurance. In both courses, not only did he teach us the theoretical aspect of statistics, he also provided a great deal of insight of how statistics would be applied on the job. After taking the courses, I developed solid skills in data analysis and learned many statistical tools that could be applied to identify quality issues.

In addition to teaching, Prof. Khan also gave us a lot of information on different type of jobs in quality assurance. For instance, what skill sets are required for it, what the job responsibilities are, and where the job leads you in the future. Thanks to Prof. Khan, I knew what type of job I wanted to apply to and built my skills and resume accordingly.

The QA program prepared me well for the co-op interview. The resume and cover letter workshops were very helpful. The instructors helped us improve on little details in our resume and cover letter. I was able to tailor my resume and cover letter towards each job I wanted to apply to. Thanks to the workshops and the knowledge I learned throughout the program, my interview went well. I showcased to my interviewers the quality projects I completed and how they would help me fulfill my job responsibilities. I was glad that I got the job offer.

The Quality Assurance program at Sheridan helped me build a concrete theoretical foundation in the spectrum of quality assurance. Furthermore, it helped land my first job in this field. As the program coordinator and a professor, Prof. Khan was knowledgeable, kind, caring, and patient with his students. I would recommend this program to anyone who is interested in quality assurance, especially in manufacturing companies.



#3 - Lucian Cristofan

I immigrated in Canada in the fall of 2001. After doing some regular low paying jobs I ended up on the EI list. Looking for a good job on the market in that period of time (2004), I found out that the Government of Canada started RTWAP.

This Return to Work Action Plan was a good opportunity for high-skilled workers to get in the job-market. Then I decided to look for a post-graduated course.

During my research I shortlisted many programs based on various factors such as length of program, practicality perspective, cost of the program, co-op option, colleges members of OCAS, etc.

Then I spoke with few people who graduated from these programs asked them about their experience. As part of the decision making process, I met with the program advisors to get further insight into the specifics of these programs. Meeting Dr. Mozammel Khan gave me the confidence that the "Quality Assurance – Manufacturing and Management" program held by "Sheridan College-Faculty of Applied Science & Technology" was the best fit for me.

I can definitely say that the program exceeded my expectation and I have got new and helpful skills from all the teachers by attending the courses that I have applied to in my old and currently position. Also, it gave skills to pass the ASQ exams (CQA, CQE, SSBB etc.)

Before the program even ended I was earnestly applying to jobs. I had some interviews and after that I had few job offers. Just a month before the program ended I was hired by Integrated Iron and Steel Company "Stelco" Hamilton as a "Quality Engineer". I am sure that I did would not have been able to obtain the position

without the PQUAS program. This change in my life is allowing me to move forward and gain valuable experience in the quality field.

After 6 years at that position I decided to move back to Romania. Again, I applied for the jobs and I got hired by a multinational German company, “Schaeffler” as a “Quality Planning Engineer”.

I can say that the program is very well structured and I have used most of the skills in my jobs (auditing, ISO, TS, Quality Tools, Quality Planning Methods, Reliability, SPC, etc.)

I am confident that without graduating from the "Quality Assurance – Manufacturing and Management” program, my career would not be so bright. I would like to thank Dr. Mozammel Khan for his commitment to this program.



#4- Pranati Basu

BACKGROUND

In 2001, I joined the PQUAS program offered by Sheridan College. Before joining the program, I was working as a Quality Assurance/Quality Control Chemist at PPG Canada. Pittsburgh Plate Glass (PPG) is a large multinational company with manufacturing plants and offices in many parts of the world. My background includes a graduate degree in Science with specialization in Chemistry.

Due to global restructuring at PPG some of the plants and labs – including ones in Canada, were downsized as well as relocated. I was laid off as a result. My work at PPG made me quite interested in pursuing a professional career in Quality Control/Quality Assurance. I realized that a formal background in Quality Assurance field could open doors for me in a number of regulated industries including chemical.

I did do a thorough research of Quality Control/Assurance programs being offered by a number of colleges in the GTA and found the PQUAS program at Sheridan College by far the best and most comprehensive.

Factors that helped me make the final decision

- The PQUAS program seemed to prepare a student thoroughly to get into Quality assurance / Quality control career.
- From the course outlines it was clear that someone completing the program would have sufficient knowledge base to work in any regulated industry as a Quality Assurance/Control professional.
For someone like me who had worked in the field for more than 8 years, the short duration (i.e. 12 months) of the condensed program was quite attractive. Another factor, equally attractive, was the co-op term offered by the PQUAS program. This provided real opportunity to gain hands-on experience in the field.
- A critical factor in the decision making was my interview with Dr. Mozammel Khan, the program coordinator. He provided an excellent overview of the courses within the PQUAS program and I realized that the program would greatly complement my previous experience in the industry and that it would enhance my chances to land a job in the Quality Assurance/Control field.

What I remember most about the program

- All the instructors were very knowledgeable
- Dr. Khan - developer of the PQUAS program, instructed courses such as statistics, Design of experiments. I did not have much familiarity with the topics and was a bit nervous in the beginning. However, my apprehension soon dissipated due mainly to how Dr. Khan instructed these courses to his students. His approach to students was more collaborative and inclusive. To ensure critical understanding of the topics being taught in the class, he

explained the concepts with real life examples and encouraged students to engage in discussions. As a student, I was never afraid to ask him questions and he always explained the most difficult concepts with utmost patience. Also, he encouraged students to join ASQ program and become certified e.g. as a Quality Auditor, Quality Engineer, etc. He explained the benefits of such certifications to stay in quality assurance profession.

How I benefited from the PQUAS program

- I completed the PQUAS program in 2001 and within a month of completing the program, I landed a job in the Quality Assurance division of a Biotech company. The employer did make note of my graduation from the PQUAS program while discussing backgrounds and experience in my resume.
- I enjoy working as a professional in the Quality Control/Assurance field, acquired few certifications from ASQ. Since graduation from this program I have had number of good opportunities to progress in my professional career.
- My experience in this field suggests that a professionals like myself is needed in regulated industries such as: food, chemical, health, bio-tech and pharmaceutical, in order to meet Quality Assurance requirements for product development and its maintenance.
The PQUAS program has prepared me well to make a meaningful contribution to my job.



#5 - Junsheng (Kelvin) Zhang

I am very glad to provide a brief overview of Sheridan PQUAS coop program coordinated by Dr. Mozammel Khan. This program opened the door to the real world for me. Without Dr. Khan, I would not have gained the knowledge, skills and experience I now have.

I moved to Canada from China in 2012 as a Quality professional without any Canadian experience. I chose Sheridan PQUAS because it offered a coop program in Quality field, also has great professors with real industry experience and strong industry connection.

Studying in Brampton campus provided exposure to new cultural, experience, business, technology, and people. It allowed me to learn things outside of books. Beyond providing academic credits, PQUAS program prepared me for other aspects of my employment, by teaching me everything from CNC machine and how to work effectively in teams.

I am not a very social person by nature, being exposed to students and teachers from different backgrounds made me appreciate each person's uniqueness and really made me come out of my comfort zone. That ability to network and socialize not only helped my future interviews and getting the job offer, but also made my first year in Canada much more rewarding.

Without this program, I won't be able to make it. It all started with becoming a Sheridan student in the PQUAS Program. IT was the best decision I have ever made to be in Dr. Khan's PQUAS program!



#6 - Chandana Katugaha

Immigrating to another country certainly isn't easy. Especially when the language is different and you have two small mouths to feed. Yet I came to Canada in 2004, striving to give my children the bright future they deserved. While I was picking up the language, I knew I had to find a job as the days sped forwards. My children were getting bigger, they needed a spacious place, a secure life. However, I didn't know where to start. Numerous friends of mine did odd jobs to make ends meet, but it seemed to take over their lives. They never had enough time with their families. I didn't want to live a life abandoning their cheerful smiles. I needed to take on a course. Yet not just any course. A course that would give a fixed path for as long as my family grew up. That was my hope and goal at the time. However, a year passed and I had no choice but, faltering on and off with odd jobs. When all seemed monotonous and stressful, light came to my vision.

That's when I heard about the PQUAS program at Sheridan College. From its description it sounded like the course that would lead me to where I pictured myself. The description showed I had nothing to lose, so I took it. It's interesting how sometimes the simplest decisions are the ones that leave the most beautiful marks. When I first came to the program I expected some stress to come onto my shoulders as I was still picking up the language and new industrial concepts were to be look at. However, I wasn't engulfed with confusion. The method in which they instructed us was clear, well balanced and insightful; giving us necessary information which we would apply in the industry. Each day in this program made me feel more and more qualified for a job holding a great task and position.

I thank this confidence and education to my professor Dr. Khan. He was kind to all his students and very interactive, hence coming to the course was quite welcoming. It's rare to find teachers that can really make each student understand, but enjoy the course. During all of this, I was still able to spend plentiful time with my family without the stress on what my future would become. As I participated in this course it was clear, I was going somewhere. The industry was just another place now. Another place for me, a place where I could make a difference. Everything Dr. Khan and his staff taught, came with balance so I was able to calmly and successfully go through it.

As I foresaw, this course gave me a reliable future. Initially, I got a job as a QA technologist and then moved to an applications engineer in a strong, and beneficial company. This course gave me all the credentials needed for acceptance of the QA technologist position. To this day, I have been employed and that is what gave my family a comfortable life. Every day I get to see them healthy and happy after work. That's what a magnificent life is in my opinion. It's not about having the best job or the best of things but, being able to work somewhere you enjoy and still getting to see the people you love. I sometimes wonder what it would have been like if I didn't pick this course. If I followed my friends and picked odd jobs. I know I wouldn't have been happy living such a life. I would have tried to find a different job yet my acceptance would have come with uncertainties. Moreover, I wonder what it would have been like if Dr. Khan wasn't my mentor. He was the one who ensured I was able to come here. Words cannot express my gratitude for both this course and my teacher. I know there are still new immigrants to this day, who were like me; wondering what to do. If anything, I suggest they take a course like this and meet someone as inspiring as Dr. Khan.



#7 - Adetola Adeyemi

My arrival into the country was plagued with the uncertainty of establishing a career path. With a degree in Industrial Chemistry, Work Experience in both the Chemical/Allied and Financial Industry, I was torn between two worlds of choices to make. A “Jack of trades but master of none”, it did not take long to conclude that an upgrade will be necessary to improve the likelihood of integration into either sector. Although I secured contract employment within the financial sector, I still had a persistent urge to explore opportunities in the manufacturing industry. This restlessness urged me to give up my employment at the time to pursue this interest.

After carefully searching for a program across Canadian institutions, the Quality Assurance and Manufacturing Management (Post Graduate) Program appeared to offer the stepping stone for a transition and integration into the manufacturing sector. My first meeting with Dr. Mozammel Khan was very assuring. He provided insights into what the program offered and the career possibilities that could open up if full ownership and accountability is taken by each student to succeed. I left the meeting with a sense of direction and re-assurance of the new career path I had chosen.

The program offered the perfect bridge to the manufacturing sector. It was what I needed to harness my scientific mind (which was becoming dormant) with my strong mentality of the big picture- the concept of designing, building, maintaining and continually improving. The program exposed me to a fresh perspective on the Philosophy of Quality:- The product of an intelligent design effort; the interaction between people, things (product or service), methods/processes; and the systems

developed/implemented to drive consistent outputs which are continually improved.

Dr. Khan made every student comfortable with the application of Quality Tools for measurement, analysis and interpretation of data using mathematical /scientific concepts. The subject matter covered in most courses were designed in a way that provoked me to be creative, analytical and fact-based in my reasoning and problem solving abilities; a basic quality desired for a practicing “Quality Professional”. “Do not use the term “Significantly different” unless you know it to be statistically true”, Dr. Khan would say. Aspects of the courses learnt addressed how the various statistical tools are utilized to resolve uncertainties, manage variation within processes, sustain the gains of a Process Improvement initiative and how Quality Management Systems are developed and managed using the principles of Total Quality Management. The concepts learnt built the confidence I needed to integrate into the manufacturing sector once again.

The unique component of the program was the Co-op placement feature. For “Old dogs” like me, I had no other option for quick integration into the manufacturing Industry. After completion of the theoretical aspect of the program, I secured placement in the Quality department of a leading Chemical/Allied company and migrated to the Food Industry thereafter. I currently lead the Quality and Food Safety activities at the manufacturing location of a Family-owned Canadian Company and leader in the Confectionery and Baked Goods sector. The Technical knowledge acquired from the program set me apart within the company and enabled me with the right language for discussion and interaction with subject matter experts across cross-functional teams in the organization:- Engineering, Research/Development, IT, Marketing and various units/levels across the Supply Chain. My first Technical project within days of resumption at the company was to demonstrate the effectiveness of Improvements made on certain aspects on the process. Other projects soon followed within my first few months. A notable project, was to plan and execute Sensory Evaluation experiments using humans as instruments to

provide responses which are statistically evaluated, analyzed and interpreted to provide inferences/conclusions. The conclusions were used by the Technical and Marketing teams to resolve uncertainties associated with new/existing Product developments. This enabled decision-making based on facts and required carefully planned experiments free of noise/variation with the elimination of bias. Dr. Khan's teaching technique of "Design of Experiments" broke this down and enabled me to own these projects totally as an "expert".

The future is limitless for what there is to be fulfilled in the Quality Profession. The program offered the starting point and provided the broad base to open up and probe my Quality mind. This started with my meeting with Dr. Mozammel Khan and subsequently, his passion for disseminating knowledge, his personalized open door policy, open candour and willingness to bring his students to an even level of understanding using relevant concepts. The famous philosopher, Aristotle, once said, "Quality is not an act, it is a habit". The Profession has found its holistic place in my existence: - A systematic, methodological and factual approach to solving problems, executing ideas, maintaining/regulating a balance and improving the status quo.



#8 - Katrina Li

It has been four months I started my Co-op after I finished eight-month lectures. After I finish my daily work and get back home, it often came across my mind that life will be so different if I didn't choose PQUAS or didn't meet Dr. Khan one year ago.

I started to search for post-graduation programs about four months after I landed in Canada. Choosing a suitable program is choosing a career path and a life for me. The length of the program, major, coop options and career-oriented or not, these

are all I considered. After a quick search, I shortlisted several programs in Ontario. Of course, PQUAS was one of them. There happened to be an open house event in Sheridan College, and at that time I first met Dr. Khan, the founder of this program, which totally changed my mind. At that day, I realized the factors I considered are important, but people matter more. Getting a right mentor, a knowledgeable instructor and a responsible coordinator in a program is more important than the hardware.

In short, after a couple of months I enrolled in PQUAS program and I instantly felt that this is the program I am looking for, and that feeling lasts from then. I was impressed by the atmosphere brought by all the classmates and instructors. In the lectures, Dr. Khan and other instructors didn't just deliver the knowledge, they also helped us build the network and walk us through the concepts of quality systems. Many instructors are from industry, which brought us an industrial prospective from real world. And with several labs involved in the program, I obtained a lot hand-on experiences, which is extremely valuable in my interview and my daily work.

I am grateful for all the knowledge and skills I got from this program, and personally I want to thank Dr. Khan, who founded this program and kept it running smoothly. If you are considering a career path in quality, I recommend you put PQUAS in your shortlist.



#9 - Pacifico Agustin

I have been asked to write to you about my impressions and experiences on the Quality Assurance Manufacturing and Management (Post Graduate) Program offered at Sheridan College. Even at this point in time, I could already proudly assert that I am very impressed with the program and that my stint in the program had been very fruitful.

I lined up my discussion as follows:

1. Situation Before Attending the Program
2. Factors for choosing the Quality Assurance – Manufacturing and Management (Post Graduate) Program at Sheridan College
3. Gains and Experiences in Attending the Quality Assurance – Manufacturing and Management (Post Graduate) Program
4. PQUAS – Gateway to Employment Opportunities
5. Additional American Society for Quality Certifications (ASQ) obtained after attending the Program
6. More Prospects After Attending the Program
7. Message to the Program Implementors

SITUATION BEFORE ATTENDING THE PROGRAM

I immigrated to Canada in the summer of 2010 together with my family with the aim of giving my children a brighter future. Equipped with my five certifications from the American Society for Quality which are ASQ-CMQ/OE, ASQ-CSSBB, ASQ-CRE, ASQ-CQE and ASQ-CQA and about 25 years of working experience ranging from staff to management positions in the quality field, I had high hopes of gaining good employment. However, I came at a time when business was not that good as the country was still experiencing the effects of recession. I tried applying for jobs in my forte on my own as well as utilizing several agencies who were in the business of preparing newcomers for employment but nothing prospered. I was always at the disadvantage compared to other applicants as companies usually preferred people having Canadian experience and education. Worse of all, being new in Canada, I did not know how to get started to get a good and stable job in this horrible business situation.

By chance of luck, my daughter came across an owner of a small company who offered me a job in production. I accepted the job with the prospect of landing a good quality job with them. However, I could not foresee a good career with them considering

the smallness of the company. I knew I had to desperately have the Canadian education and be introduced to companies by recognized and respectable referrals to get the Canadian experience. But the question I had to answer was: HOW could I get the Canadian education and experience and WHERE?

I had to strategize ways on how to obtain the Canadian education and experience. Being new in Canada, my financial status was not so stable. I had to search for institutions who could provide financial support in case I proceeded in getting a Canadian education. I was able to identify OSAP as one of these institutions but it had a policy that required a year of residency before one could avail of the educational loan. This meant that I could only avail of the loan by the summer of 2011. I, eventually, was able to get the loan approval in 2011. I started to search for educational centers/institutions to enroll to. One of the schools and programs I considered and in which I eventually enrolled was the Quality Assurance – Manufacturing and Management (Post-Graduate) Program offered at Sheridan College which started classes on January of 2012.

FACTORS FOR CHOOSING THE QUALITY ASSURANCE – MANUFACTURING AND MANAGEMENT (POST-GRADUATE) PROGRAM AT SHERIDAN COLLEGE

Having in mind to be able to get a good Canadian education and to be able to get the Canadian experience, I had to set objectives on how to achieve them. The following were the set objectives:

1. To get a Canadian education designed for people with higher learnings. I believe it could be too boring for me if I go back to the basics again
2. To be updated in the field of quality so as to be more marketable in Canada as I came from a developing country
3. To get referrals that were recognized and respected by the Canadian companies
4. To get started to work in a Canadian company in the field of quality

5. To be trained by competent people

With these set of objectives, I tried to identify learning centers and institutions weighing the pros and cons to meet my requirements. After full evaluation, I had decided to enroll at Sheridan College in the Quality Assurance Manufacturing and Management (Post-Graduate) Program for the following reasons:

1. The program was a Post-Graduate program which only accepted applicants who were with college/university degrees. I thought this to be a plus compared with the other educational centers and/or institutions
2. It had a PQUAS Program which could meet my objective to be introduced to companies for possible employment
3. The curriculum had courses that were new to me such as Geometric Dimensioning and Tolerance which could possibly open up new venues for employment
4. I noted that the credentials of the professors to be impressive

GAINS AND EXPERIENCES IN ATTENDING THE QUALITY ASSURANCE MANUFACTURING AND MANAGEMENT PROGRAM

My initial intention was to just get a certificate from this program which could attest to my having acquired a Canadian education. Moreover, I was intending just to get exemptions from some courses so I could forego attending classes.

At the start of the courses and taking into consideration my having a very extensive knowledge in the quality field as attested by my 5 ASQ certifications, I attended classes to see if I could get substantial gains out of the courses. And I was right. During my first days in attending classes, I came to realize that I was getting more than I expected. I got updates especially in the quality field considering that I came from a developing country where there is a scarcity of quality experts. This made me abandon my plans of foregoing classes. I would like to place special mention on the

courses I attended under Dr. Mozammel Khan. During my preparations for the several ASQ exams which I took, I would encounter some quality issues which were not fully explained in the books. I would struggle to understand and interpret them and would leave some doubt as to the correctness of my understanding. With Dr. Mozammel Khan, I got very clear, expert and convincing explanations on these quality issues. Although I was able to complete the program graduating as a Silver Medalist with a GPA of 4.0 with a grade of A in all subjects, I have to admit that getting a grade of A under Dr. Mozammel Khan is no joke. I had to sweat it out passing the exams of the courses under him as the exams were comprehensively and expertly prepared requiring deep analyses. I would say that if you are able to pass Dr. Khan's exams, chances are very high that you are going to pass the ASQ exams. Take it from me as I have experienced taking and passing 5 ASQ exams before I took this program (and 2 more ASQ certifications after this program). I firmly believe that if a student would fully internalize the lectures covered in the program especially those handled by Dr. Mozammel Khan, taking the ASQ exams would be easy. If I was acclaimed by my batchmates as a "Guru", I would proclaim Dr. Mozammel Khan as the "guru of the gurus".

At this point, I had already attained some of my objectives: was able to get the Canadian education I wanted, was able to update my knowledge in the field of quality, and was trained by competent people.

PQUAS – GATEWAY TO EMPLOYMENT OPPORTUNITIES

Penetrating the Canadian companies would be very difficult if you do it on your own. You would need the proper preparations and the backing of recognized referrals. The PQUAS team had been very helpful in the candidates' preparation for the Canadian type of working environment. The preparation of the PQUAS students for the targeted companies were comprehensive to ensure that the applicants would have a very high chance of acceptance. Job preparations such as resume preparation, activities before, during

and after the interview, what to expect in the work environment, etc. were taught.

As for me, I was prepared well by the PQUAS team and was able to develop the confidence to meeting the personnel of the targeted company. In conjunction with the learnings I got from the courses from the Quality Assurance- Manufacturing and Management (Post-Graduate) Program such as the courses of Geometric Dimensioning and Tolerancing and Metrology, I was able to get a job despite coming from a different field of engineering (chemical). THIS WAS THE START OF MY QUALITY CAREER IN CANADA.

At this point, I had attained the rest of my objectives: was able to get introduced in the Canadian manufacturing industry by recognized referrals and was able to get a job in the quality field.

ADDITIONAL AMERICAN SOCIETY FOR QUALITY (ASQ) CERTIFICATIONS RECEIVED AFTER ATTENDING THE PROGRAM

After the program, I was able to obtain two additional ASQ certifications. These were the ASQ-Certified Quality Technician (ASQ-CQT) and ASQ-Certified Quality Process Analyst (ASQ-CQPA). I attributed this to the additional knowledge obtained in the program. Examples of these courses that were contributory to my success in obtaining these additional certifications were Geometric Dimensioning and Tolerance and Metrology, among others.

MORE PROSPECTS AFTER ATTENDING THE PROGRAM

After having attended the Quality Assurance – Manufacturing and Management (Post-Graduate) Program, I am seeing more employment opportunities and avenues opening up. One of these openings could be in the academic field. Having seven (7) American Society for Quality (ASQ) Certifications, having obtained the Canadian experience and education, and having been

updated with new developments and concepts in the field of quality, I foresee that the academic field has become a new avenue in my career in quality. I intend to pursue this career in the academic field in the near future.

MESSAGE TO THE PROGRAM IMPLEMENTORS

As a parting message, I would like to extend my warmest congratulations and thanks to the Professors of the QUALITY ASSURANCE – MANUFACTURING AND MANAGEMENT (POST-GRADUATE) PROGRAM with special mention to Dr. MOZAMMEL KHAN who founded and spearheaded this program and to the PQUAS team who prepared and opened up the gates of employment for me in Canada. KUDOS!!!!



#10 – Khushman Khosa

Quality Assurance Manufacturing and Management program coordinated by respected Dr. Mozammel Khan is providing students with the required knowledge and application of different Quality improvement tools and techniques which are widely used by all manufacturing industries.

Before joining this program I had three years of experience in the Quality Assurance field in the Food Manufacturing Company Nestle India Ltd. As I always wanted to pursue my career in Quality Assurance I decided to join this program. I came to Canada just for the purpose to study in this PQUAS program in 2015. It was little difficult for me to study after spending a long time in at work environment but all the subjects were so interesting and carefully selected for this program which were leading me steps closer to my dream job. I was fortunate to meet Dr. Khan at Sheridan Davis Campus and had opportunity to learn different subjects like Design of experiments, Quality Planning, ISO 9001, Quality Audits,

Statistical Quality Control, etc. All other faculty members were experienced from different industries and were sharing their knowledge. Not to forget, Dr. Khan has an amazing teaching ability that keeps entire class engaged and he makes everything look so easy and simple at the end.

Through the Co-op program of PQUAS I got the opportunity to begin my career in Canadian manufacturing industry as QA Auditor at BVGlazing Systems in Canada. As I always wanted to work in Quality Assurance using my own experience of Food industries, today I'm living this life satisfactorily by working as raw material Specialist - Quality Assurance in Nestle Canada Inc., which is one of the world's biggest food manufacturing company. I strongly believe that this program gave me knowledge about Quality and gave me my first job in this new country. This could not have been possible without help and guidance of Dr. Khan.

I thank him for allowing me to join this program and every support he has provided to me so far. I am sure that the knowledge I gained during this program will be useful in my future progress. The program was very useful to my career and am sure for the other students as well. It is indeed my privilege to share my experience.



#11 - AKM Rashiduzzaman

I feel honored to write some few words on PQUAS Program and the program coordinator Dr. Mozammel Khan of Sheridan College. This program was the road map of my success in my Canadian life. Being an immigrant of 2000, I started this course at Sheridan College in 2001. Attending PQUAS program was a huge change of my career from Operation Engineering role to Quality Management field but I did not make mistake by selecting this program. The content of this program and the course instructors were so helpful and provided meaning guidance that helped me to set my career goals. As a result, I got my ASQ Certification of

Quality Engineering while I was a student of this course and subsequently got Quality Auditing and Six-Sigma Black Belt Certification. After graduating from this program, I did not have to look back rather moved forward with my career. Eventually I had worked in different organizations as Quality Management Professional and Operation Engineering role as well as got the opportunity to teach SPC Course in Sheridan College. My sincere thanks and great appreciation for Dr. Khan for all of his help and guidance.

The inspiration and motivation that I gained from PQUAS program let me climb my career ladder in a very successful way and also led me to receive my PMI-PMP and PMI-RMP Certification. Currently I have been working in the project management field in one of the largest oil and Gas industries of the world. The final word about the PQUAS program- the content of this program is no less than any Graduate level studies. Hope to see this program has been accelerated to Master Level program. Many thanks to Dr. Khan to set up and coordinate such a great program.



#12 – Ali Emami

I landed in Canada back in 2000 as an immigrant having an under graduate degree in chemical engineering from back home along with 10 years of work experience in the petrochemical industry. With this, I was unable to find any suitable work in Ontario that matched my skills and experience, so I decided to enroll in the Quality Assurance program at the Sheridan College with the hope to secure beneficial and appropriate employment after the completion of the program.

In December 2002, I completed the one year Quality Assurance program. I had learned a considerable amount of valuable information from this program, particularly from Dr. Mozammel

Khan's courses. Even upon completion of the Quality Assurance program, I was still unable to find a pertinent job. Due to the economic conditions at the time, the Sheridan College Co-op and internship program was also unsuccessful in finding a placement for most of the graduates including me. In addition of this, I had two young children, ages five and two, and faced a great deal of adversity due to my lack of an appropriate job to provide support for a family. I had to accept low end, survival jobs to support the costs of daily living. As my wife's background was a pediatrician from Iran, during this time, she wrote the Medical Council of Canada Qualifying Examinations.

Fortunately in Spring 2003, a few months from the time I finished the Quality Assurance program, my wife was admitted to the family medicine program at the University of Saskatchewan. It was the right time for us to relocate to another province and it was the best move for our family. Due to the greater number of oil and gas related jobs in Western provinces of Canada, I took several courses to refresh my background of chemical engineering. In June, 2005, my wife had completed her two year residency program and achieved the family medicine board certification and we moved to Calgary, Alberta. She began her practice right away, and I was able to get a job in oil and gas engineering companies, working as a processing engineer to this day.

Although the subjects provided in the Quality Assurance program was fulfilling and interesting, I was never able to utilize the certificate in the Quality Assurance program for possible career opportunities related to this academic program. I have overlooked much of the information that I learned throughout the courses I took. I wish I could be of more help and sorry if you find my feedback not positive. Should you have any question or need further information please let me know.



#13 – Mohammad Shamsuzzoha

It is with great pleasure and reverence that I would like to share a few thoughts to commemorate Dr. Khan, and the far-reaching positive influence that he has had over my success as a quality professional in Canada.

I was a student of Dr. Khan's from Jan 2001 till Dec 2001. After having worked as a Mechanical Engineer in Kuwait for over 18 years, I made the decision to take the leap and immigrate to Canada with my family in the late 1990s. However, the transition to the Canadian workplace was far from a smooth process at the time, and I was told by a majority of prospective companies to either upgrade my education or to get some Canadian experience, and in some cases, to even learn an entirely new skill set altogether.

It was around this low point that a close friend, who was also enrolled in the quality assurance program at Sheridan College, referred me to Dr. Khan. I had minimal knowledge about this field of study at the time and approached Dr. Khan about the career prospects in this field, and whether he thought the program would be a good fit for me.

I found Dr. Khan to be extremely kind, helpful, patient and insightful. I still remember how intently he listened to my story and asked great questions to accurately assess my professional background and experience in order to figure out if I would be a good fit for the program. I remember distinctly how encouraging he was about me pursuing this line of study. He assured me that if I took the program seriously and applied the teachings effectively, I would have a high chance of success in this field.

This level of support was very refreshing for me, especially during a time of my life when most places I turned to was met with a lack of encouragement due to my status as a recent immigrant without direct work experience in Canada. Looking back now, after over 15 years of working as a successful quality professional, I can honestly say that the strong theoretical and practical foundations that I received from Sheridan's Quality Assurance program combined with the constant encouragement and mentorship from Dr. Khan before and even after graduation, had provided me the confidence and the tools to find success in this field.

The program itself is top notch. It is a very well designed, balanced and comprehensive program and I found the level of instruction that I received to be of high caliber. In particular, all of Dr. Khan's classes were outstanding and exceeded my expectations. He is not only a gifted teacher who has a very deep understanding about the subject of quality assurance, but he also illustrates the theory very effectively by drawing upon his years of practical experience from the field. This helped students like me immensely, because I was eager to learn and understand how the theoretical teachings of the classroom would be practiced outside in the real world. In fact, I don't ever recall any of his classes not being packed to full capacity.

Dr. Khan was not only an outstanding instructor, but continues to be an excellent mentor to me and his other students outside the classroom as well. He is someone that I have come to deeply respect and admire not only in the field of quality assurance but also as an individual. I was able to have a second chance in my career in a new country in large part due to his guidance. In fact, he was always available to answer my questions during the two internships that I had secured during the program. That played an important role in securing a full time offer even before I had completed my last semester in the program, and ensured that I was off to a solid start in this new career path.

I have also been fortunate to serve as the Program Chair for the Toronto section of ASQ for a number of years and I vividly remember Dr. Khan being a strong voice in encouraging me to join the organization in the first place. He has since been a

tremendous support to ASQ Toronto and has assisted the Toronto chapter in securing speakers for local events and in many other endeavors as well. It was a unique pleasure to secure his talents as the key speaker at the very first section event that I put together as Program Chair of ASQ Toronto.

I am deeply grateful to Dr. Khan for his leadership, mentorship and encouragement. He is an excellent instructor and valued quality assurance expert. I would highly recommend Dr. Khan and his program at Sheridan College to anyone that wants to get into the field of quality assurance or enhance their current knowledge in the subject.



#14 – Dharmesh Prajapati

Quality Assurance is a way of preventing mistakes or defects in manufactured products and avoiding problems. It also means maintenance of a desired level of quality in a service or product, especially by means of attention to every stage of the process of delivery or production. Quality Assurance Manufacturing and Management program coordinated by respected Dr. Mozammel Khan is providing students required knowledge and application of different Quality improvement tools and techniques which is widely used by all kinds of companies.

Before joining this program I had more than 4 years of experience in managing manufacturing (production) activities in pharmaceutical industries at India. As I always wanted to peruse my career in Quality Assurance and I decided to join this program. I came to Canada just for the purpose to study in this PQUAS program in 2010. It was little difficult for me to study after spending a long time in at work environment but all the subjects were so interesting and carefully selected for this program which were leading me steps closer to my dream job. I was fortunate to meet

Dr. Khan at Sheridan Davis Campus and had opportunity to learn different subjects like Design of experiments, Quality Planning, ISO 9001, Quality Audits, Statistical Quality Control, etc. All other faculty members were experienced from different industries and were sharing their knowledge. Not to forget, Dr. Khan has an amazing teaching ability that keeps entire class engaged and he makes everything looks so easy and simple at the end.

I would like to share an experience where in the middle of the program I met with Dr. Khan and discussed about my concern and doubt regarding my future in pharmaceutical company. I remember he very calmly explained to me that I had made the right choice by enrolling this program and learnings would be useful to me regardless of the industry type. He also advised me that I was doing well and asked me to focus on my studies. Today, I'm glad to mention that just completed a refresher 3 day training in my present job, main training focus was to refresh statistical quality improvement and investigational tools like 5Whys, FMEA, Fish-bone diagram, etc. All these I had learned in 2010 during my studies in this program. I completed my program and got my first job as QC technician at Virox Technologies in Canada, same place where I did my co-op through this PQUAS program. I was using quality tools like bell curve, mean, standard deviation and control charts.

As I always wanted to work in Quality Assurance using my own experience of pharmaceutical industries, today I'm living this life satisfactorily by working as Quality Assurance Auditor in Apotex Pharmachem Inc., which is one of the Canada's biggest pharma company. I strongly believe that this program gave me knowledge about Quality and gave me my first job in this new country. This could not have been possible without help and guidance of Dr. Khan.

I thank him for allowing me to join this program and every support he has provided to me so far. I am sure that the knowledge I gained during this program will be useful in my future progress. The program was very useful to my career and am sure for the other students as well. It is indeed my privilege to share my experience.



#15 - Kanupriya Japra

This is to give a brief overview of Quality Assurance-Manufacturing and Management program coordinated by Dr. Mozammel Khan. This program is a great opportunity for students who are looking to excel in the field of Quality Assurance by providing a strong foundation in understanding of quality concepts and methodologies.

The entire team of the program is exceptional. I had a great time learning and exploring the field of Quality Assurance.

Just to go over some of the courses which were my favorite:-

Quality Planning which helped me learn the entire process of quality planning in detail with the step by step guidance and practical examples by Professor Eas Ganesh. I was able to learn multiple ways of planning for quality with some great project work that helped me understand situations better.

Statistical Quality Control which was taught by Dr. Khan got my interest due to the topics like Quality improvement tools and its implementation along with the amazing teaching abilities of Dr. Khan which made almost every complex problem a lot simpler. Every single class of this subject was very informative and you could not afford to miss a single class. I would also like to praise the way Dr. Khan teaches to keep the entire class engaged. As a starter here in Canada I would like Dr. Khan to be my mentor.

International standards of Quality and Quality Audits were the subjects taken by Prof. Praveen Goel. I was really impressed by the ample amount of information he provided to us through his comprehensive notes which helped me to understand the subject in a lot of depth. These subjects cleared my understanding of industrial standards of quality and what is expected from the organization when it comes to audits.

Design of Experiments was another unique subject taken by Dr. Khan. Which helped me learn how to optimize the process to eventually improve the product by going through different phases of the process. The different methods were clearly explained by Dr. Khan and I still have all his lectures fresh in my mind.

Apart from my favorites, the other subjects were also very beneficial to me for understanding quality in the industry like Lean and Six Sigma, Reliability and Product safety, Supply Chain Management.

I have always wanted to pursue my career in the field of quality and with this program, which not only provided me with the opportunity to learn such practical subjects from the amazing staff, but also had given me a head-start on my career through the co-op term. I learnt from the experience of each and every staff member which helped me get into my first job opportunity and I am pretty sure there is no looking back in my career from here. This could not have been possible without the help of Dr. Khan whose tremendous support and timely guidance in every way possible helped me to be resourceful.

I thank him for letting me join this course in January at the very last moment.

Dr. Khan believed in me and that is why everything worked out in my favor. I am in my co-op term and doing really well. The knowledge I have gained in these 8 months will prove a valuable asset in my career.



#16 - Tauqeer Ghazanfar

Dr. Mozammel Khan and PQUAS Program as a success catalyst in my Professional Career

I landed in Canada in November 2006 as an immigrant having under-graduate engineering degree from back home and no work experience. Soon after arriving in Canada and speaking with different people, who knew the Canadian market, I realized that

acquiring a job here based on my credentials is very hard if not impossible. I applied to close to hundred jobs without any success and that's when I started contemplating an upgrade to my education. During my research I shortlisted many programs based on various factors such as length of program, practicality perspective, cost of the program, co-op option etc. I then approached few people who have graduated from these programs asking about the experience. As part of decision making process, I met with the program advisors to get further insight into the specifics of these programs. The result of all that research was clear that I need to pursue "Quality Assurance – Manufacturing & Management" program offered by Sheridan College in Brampton. The key factor about this decision was the strong feedback I received from one of my former friend who happened to be a graduate of this program and my meeting with Dr. Mozammel Khan. I still recall my first meeting with him which was about 10 years ago, I didn't have a clear picture of program and if this is the right choice, but after discussing with him and having valuable insight into it I realized this to be the most feasible option.

I started the one year program (with co-op option) in January 2007 and all of the instructors had good knowledge of the assigned subjects. Especially I was impressed with the way Dr. Khan kept engaging all the students in the class through discussions and practical examples from the industry. With each day progressing in this program, my knowledge kept increasing and I felt confident in the Quality Assurance field. Dr. Khan always kept encouraging all the students in the class and ensured that everybody understood the concepts and was always there in and out of the class to answer any questions students might have. I felt he was that kind of personality who is never satisfied until students are satisfied so he made every effort that everybody in the class gained as much knowledge as they can. The program PQUAS was meticulously balanced as it covers wide variety of areas such as Quality Management, Statistical Analysis, Design of Experiments, Quality Auditing, Geometric Dimensioning & Tolerance, Reliability and Software for statistical analysis to name some of them. Another great aspect of this program was that it covered American Society for Quality (ASQ) body of knowledge pretty well which helped me down the line in my career as I got few certifications from ASQ.

There are many factors to consider when rating success of any academic program and to me most important ones were how well I'm able to gain knowledge in the (Quality Assurance) field and what was the chances of acquiring a job at the end of the studies. I can proudly say that this program met both of these success criteria very well as my ASQ certifications are evidence of knowledge base I gained out of this and I was able to have a co-op offer even before my studies ended, technically I was not employed after I finished my studies as I started my co-op the next day. Also, whomever I knew in my class they were all able to acquire co-op soon after the completion of the studies.

Dr. Khan is one of those professors who will help you throughout life, his support is not limited to the time until you are student of the school as I approach him from time to time for references and guidance and he is always there as a reliable resource whom you can trust all along. Today I'm quite satisfied with my achievements in my career and all of this credit goes to Dr. Khan for designing such an amazing program which have turned many individuals' lives for the better. I am working full time as a Quality professional since I graduated from the program and my professional career have seen excellent growth over the years.

At the end I would simply say this, if I had not had him as my professor & mentor in this program, my life would be incredibly different. I'm not saying it would be bad – but he opened my eyes to what I could be, what I could do, in a way that I've never thought possible.



#17 Mohammed Shahrukh

I would like to express my gratitude to Prof. Dr. Mozammel Khan for being one of his students. His excellent teaching skills and courteous personality has not only helped me tremendously through my journey at Sheridan College but also enhanced my skills to apply at my work place. Without his help and directness

my studies at Sheridan and my work as a QA representative at my work would have been very challenging.

I feel lucky to have had the best teacher in the form of him. Wherever I may go in life, I will always remember that I had an excellent guide in the form of him. I would like to thank him for sharing his gift of teaching with us.

I may not say it, but I mean it whenever I say it. Thanks for all the extra efforts that he made. I remember him teaching for a month in summer sacrificing his holidays just to help us with one of the most challenging subjects, Design of Experiments.

No one would ever teach this subject the way he taught us. Its was a pleasure attending his classes. With all his real-life scenarios it was really easy to understand the subject. He taught us from heart not from the book. He served us like a father and I will stay forever grateful of that fact.

His guidance has helped me tremendously even in my work place. He has made a big difference in my life. I feel very proud to be his student.

"Dear Sir, to this world you may just be a teacher, but for me you are a HERO"

My thanks always.

Your beloved student.

Mohammed Shahrukh



#18 – Syed Hyder Ali

I am feeling a great honour to write something about PQUAS and Dr. Mozammel Khan, who is very special to most of his students.

I remember when it was very hard for me to justify my profession as a full time taxi driver while holding MS degree in the mechanical engineering from Wayne State University, Michigan, USA. I was a man with shattered dreams and who had lost his hope. When I was searching different programs to bridge my gap in the professional career, I came to know about Dr. Mozammel Khan's Quality Assurance (PQUAS) which he created for Sheridan College, exclusively for people like me with lost track. It was full of incentives for me because it was the only program in quality assurance which was offering Co-Op, which could help me get Canadian experience.

I chose to talk to the program coordinator, Dr. Mozammel Khan before applying. I was expecting an arrogant Professor but on the contrary, I encountered a well behaved gentleman, down to earth and humble person who explained to me how this program would help me find a good job. Knowing that Dr. Khan holds his Ph.D. from the University of Illinois at Urbana-Champaign, USA, a very well reputed university in USA, I was even more convinced.

During my stay at Sheridan College, I found Dr. Khan, a professor with immense knowledge about the subjects which he teaches. Not only that, he is also aware of how we can apply this knowledge in the industry and he knows very well how to transfer that knowledge to his students. He is an artist to me who can make a dry and boring subject interesting up to a point where an average student like me can understand and enjoy. He always appreciated class participation. He motivated his students and encouraged them even if we asked him less intelligent questions.

Now when I am working as a quality professional in a manufacturing company, I have no words to say thanks to him because I gained my confidence back because of his support and teachings. Now it is my time as a student to make him feel proud by performing and delivering my best in the industry.



#19- Terry John Chengal

Dr. Khan, It is with great honour that I write this letter to express my gratitude and share my experience regarding the Quality Assurance Program at Sheridan College. It is through the program and my experience with you that I have developed my professional career to where it is today. I would like to take this time to highlight some of these experiences with respect to the program and my career.

As you know, I joined the QA program at a time when I was struggling to advance my career. I selected the program after a thorough vetting of other post-graduate options. This process involved attending a Sheridan Open House, where I met you for the first time. During our conversation, you immediately came across as an individual with a genuine concern for students. Your purpose in creating the program became clear to me – to help students find respectable jobs. It was due to this conversation that I decided to select the Quality Assurance program over all other options.

I started the program in January 2012. As weeks and months had passed, I became increasingly reassured of my decision to join. The program had many fine qualities, such as the relevant course content. However, your classes in statistics stood out the most in being practical, engaging and, dare I say, entertaining! This was a source of inspiration for me and helped me graduate with flying colours. As I had been accustomed to in University, I did not expect to be inspired by any teacher. However, your admirable teaching style and genuine concern for students changed that.

As a result of the QA program, I secured a job upon graduation and was able to add immediate value to my organization. This in turn gave me a platform to develop my career in the fields of engineering, quality and project management. I currently serve

clients from industries with stringent quality requirements such as Aerospace, Nuclear, and Infrastructure. As I encounter new opportunities and achievements, I can look back to my time in the QA program as the pivotal phase that led me to where I am today.

I would like to close this letter by sharing one of my fondest memories of the program. It occurred during a lecture in which you asked me a simple question: *Am I not better than the professors you had in University?* Due to my past experience with University professors, I slyly refused to answer the question until the program was 100% complete! Now that all is said and done, I can officially say *yes, you were indeed better* and moreover, you rank as my personal favourite!

Once again, it is a privilege to share my experience and express my gratitude to you. Thank you for your contributions to my career development. I look forward to our continued relationship. As always, my best wishes and prayers to you and your family and also for the continued success of the Quality Assurance program at Sheridan College.



#20 – Rafiq Alam

Dr. Khan shared one of his dreams with me during a social gathering back in 1998 that he wanted to open a program in his college, on 'Quality Assurance', focusing Manufacturing & Management. His vision was, to guide foreign trained engineers as well as new university graduates to enter into the competitive job market. Consequently, he launched a compact yet compatible and marketable program successfully, named PQUAS. Few years later, in 2006 I was planning to divert my career path and I found PQUAS was suitable for my goals, needless to say I made a very good decision. Dr. Khan was cautious and careful in selecting

and formulating the courses for PQUAS that has been proven as industry's demand for better products, employer's expectation in staying in the competitive market place. Content of PQUAS, such as Quality Planning, Total Quality Management, International Standard of Quality, Quality Auditing, Statistical Quality / Process Control, Design of Experiments, Concept of Six Sigma, Reliability Engineering, Metrology are the few that have been structured and versatile enough for a professional to serve almost every industry with confidence. Nevertheless, the program has attracted and enrolled by hundreds of Canadians and overseas students. As a matter of fact without the initiatives of Dr. Khan, many of us would have not been able to end up with a professional career, here in North America.

Dr. Khan is a talented teacher with a solid educational background, thorough knowledge of the subject matter, significant teaching experiences around the globe, highly confident in delivering teaching material to every cross section of audience. He has got gifted talent that capacitates him to make a complex subject matter into a simple matter. Unanimous class room participation during his lectures, such as DOE, Six Sigma Methodology, and Control Charts are few of the proven examples. Dr. Khan diligently maintained a friendly yet disciplined relationship among every level of his students. Hundreds of his students benefited from his learning techniques and are being well employed with various reputed employers.

Dr. Khan started his teaching career from a well reputed University and I myself got my Bachelor of Engineering Degree from the same where we belonged to. As a result, we have maintained very good social contact since we met each other in Canada. Beyond his profession as teacher, he is very social and friendly person and well accepted by every segment of peoples as a familiar personality in the community. Last but not least, thank you Dr. Khan for your guidance and inspirations that made me here today, I wish you a healthy and happy life ahead.



#21 – Kathleen O’Callaghan

When I graduated university in 2009, there were so many possibilities ahead of me. I was young, passionate, and optimistic about the future. I had been told it took on average 6 months for new graduates to find jobs, but as the time stretched out I was finding myself slowly losing hope. I was stuck working two part-time jobs to make ends meet, all while growing more and more pessimistic about my odds in the job market. It felt like the more time that passed after graduation, the less desirable I would become to prospective employers because I had no relevant experience. Fast forward two years later, and nothing had really changed.

I knew that I needed to make a change, but wasn’t sure what that change would be. Going back to school seemed like the best option for increasing my employability. I did quite a bit of research to try and determine what programs I should apply for. I wanted to do something that was practical and career-oriented so I wouldn’t end up in the same position that I had been in after graduating from university. I stumbled across the PQUAS program and after just scanning the website it checked off a lot of my boxes of what I was looking for: a short post-graduate program that was career-oriented and had the opportunity for a co-op. After doing some more in-depth research into the program I decided to apply and was accepted shortly thereafter.

Upon starting the program I was looking to just get through the program and hope that it went by quickly. I was surprised to meet many individuals with similar stories to mine, and friendships were developed over the course of the program. It was at the beginning of the program that I met Dr. Khan. I was impressed with his teaching ability, and surprised at the interest he took in his students (in a good way!). After coming from a university where all students were fairly anonymous to the educators with class sizes

in the hundreds, the fact that Dr. Khan knew me by name was a pleasant change. He always taught the concepts thoroughly and I learned a great deal in his classes.

I was surprised to learn in the middle of the program that Dr. Khan had nominated me for an award. I always got good grades and was a good student, but always viewed myself as someone who blended into the background. I ended up winning the award, which was a great confidence boost for me. I will always appreciate the fact that he thought to nominate me and always showed such great faith in me.

Before the program even ended I was earnestly applying to jobs, determined not to end up in the same position I had after graduating from university. Just over a month after the program ended I was hired by a company in the exact industry I wanted to work in, in a position that I would not have been able to obtain without the PQUAS program. This change in my life is allowing me to move forward and gain valuable industry experience. I am confident that it is the beginning of an illustrious career. Without Dr. Khan and his commitment to his students and the PQUAS program, this would not have been possible. Enrolling in Dr. Khan's PQUAS program was the best decision I have ever made for myself.



#22 – Abul Hossain Mollah

As a new immigrant in an unfamiliar country, everyone expects to face a certain amount of trouble finding their place. Moving to Canada in 2002 however, I felt confident that my combination of university teaching (at a reputable university in Malaysia – UPM) and industrial experience would make it easy for me to get settled in. After months spent on a fruitless job hunt, it became clear that, despite my previous experience, this was not the case. I became very troubled, frustrated, and disheartened, starting to feel as though I was losing my sense of direction. At this point, the only

one who stepped forward to help me, to lead me back on the right track, was Dr. Mozammel Khan.

Dr. Khan kindly took the time to talk to me regarding the various programs at Sheridan College, including one on Quality Assurance – a one-year comprehensive program that deals with quality and manufacturing management. Knowledge of QA issues is vital to the survival of any company, making the lessons learned through this program extremely valuable and applicable to several professions. Dr. Khan has thus established a program that can help citizens, and particularly new immigrants, develop and polish their skills and expertise to easily adapt to the workplace. This program is so thoughtfully designed and coordinated by Dr. Khan, I have not seen such an excellent program in the QA field of study. This program is also supported by co-op and OSAP (student loans), which are both very helpful for new immigrants.

Dr. Khan has not just helped individuals such as myself and fellow students of the program, but he has made contributions to the nation, effectively utilizing the knowledge of those who join his program. Many successful QA graduates have gone on to establish themselves in reputable careers, making important contributions both in Canada and other parts of the world, within a wide range of industries – e.g. automotive, marine, manufacturing, aerospace, Oil & Gas, power generation, etc. As for myself, I went on to secure an engineering position in multibillion dollar projects in Canada and USA, within many reputable international companies such as AMEC Foster Wheeler USA Corporation, Chiyoda Japan and Kuwait Oil Company.

I could not have achieved all this without the immense support Dr. Khan has provided me with, both in building my skills and knowledge within the QA program, and also in transferring what I've learned in the Canadian workplace. Even after graduation, Dr. Khan continued to give me advice, guidance and direction. He provided me the opportunity to teach several courses at Sheridan College, and made it easy for me to obtain CQE-ASQ certification and P.Eng. Ontario. He is a dedicated and caring man, who is not only a professor for his students, but a mentor, guardian, and friend.

Words are not enough to express how thankful I am for all that Dr. Mozammel Khan and Sheridan College have taught me and led me to. I will never forget the kindness Dr. Khan has shown me, and would like to use this letter to express my most sincere appreciation and admiration. Thank you for everything.



#23- Basab Goswami

Impact of Dr. Mozammel Khan and the PQUAS Program at the Sheridan College

I immigrated to Canada in the summer of 2005 with the prime objective of creating a better future for my two kids, both very smart and promising. I was quick to get somewhat decent employment. However, in a few months, a restructuring and change in ownership of the company resulted in some employees, including me, being laid off. That was towards the end of 2005.

Thereafter, I spent some three years trying to establish myself with employment that would be stable, sustainable, less affected by the market fluctuations, offered excitements and challenges coupled with opportunities for growth. My wife, meanwhile, found a part-time job as a children's day care provider. She enjoyed working with children. Unlike me, she had stability in her job and liked doing it.

Already in my mid-forties and having spent the initial few years in Canada I was still struggling to find a reasonably stable job based on my background i.e. my foreign education and experience. However, I could not wait any longer for things to happen at its own pace, especially when I was some twenty years behind my contemporaries and more so with a pending economic recession on hand. I was keen to do things differently and needed to review and revamp my career plan.

In the summer of 2008, North Americans were worried about an imminent economic collapse in 2009. Whether the MacLean's magazine or the Fox or CBC or the AM 640 (the talk-radio with

Oakley, Stafford etc.) were cautioning people time and again. The fear of a possible job loss was looming, with my employer's business targets becoming more and more difficult to achieve.

I realized that I needed to upgrade myself in order to improve my marketability and employability to secure a gainful employment in the future. I decided to go back to school and add useful knowledge / value to myself while the market passes through the recessionary period. I had seen global economic downturns in the past and their revivals. Although the forthcoming economic meltdown was expected to be really bad, I knew it had to revive sooner than later. I wanted to get prepared and be ready to relaunch myself when the market revived.

Amongst several other options that I researched, I was particularly interested about the PQUAS program at Sheridan especially because it was a co-op program and it had a well-rounded syllabus. To learn more about the program, its structure, delivery methods, co-op placement arrangements and importantly the employability potential with respect to the type and percentage of fulltime employments secured by the past graduating students, I visited Sheridan College, Davis campus. I was fortunate to meet Dr. Mozammel Khan. I met Dr. Khan a couple more times shortly thereafter, with my list of queries. Each time, he listened to me carefully and advised me sincerely with facts that were realistic - not too optimistic or rosy. I realized that I have found a knowledgeable person who sounded fair and forthright. I felt that I could trust his words of advice. In those initial periods of getting to know him, Dr. Khan helped me see beyond the gloom of the upcoming recession and encouraged me to work towards realizing my dreams.

I did not look back thereafter and got admitted into the full time PQUAS Coop Program at Sheridan and started attending classes from January 12, 2009, the first day of classes that year.

My wife clung on to her part time day care job and my two sons continued working sincerely to excel in academics, putting in hundreds of hours in community / volunteering efforts within and outside Canada, participating and winning different national and international high school level competitions (e.g. DPNUN, SSUNS, DECA, Canadian Geographic Challenge etc.) while simultaneously

working as Life Guards and Math tutors. (They would later, in course of time, step into top Universities programs leading to bright futures, while continuing engagement with the community through high levels of awareness, caring and volunteering or even politics)

The continuing successes of my sons in their respective schools, albeit only a few years in the new country, helped to bolster the family's overall hope of success and dream fulfilment.

In the 2009 PQUAS class, I was amongst the couple of older students in the class. Although burdened with a role of the sheet-anchor of an immigrant family in their financial doldrums, I had something very powerful – a road map / plan to meet an achievable target set along with Dr. Khan. My family, including me, had no dearth of determination and grit. The one year in the PQUAS program provided me with great learning experience at Sheridan College. I was regular and sincere a student and was always amongst the top few with my grades.

With my wife alongside, I was setting a great example in front of my sons on taking up a challenge and successfully achieving it through engagement, discipline, dedication, focus, hard work and hope. From a fairly easy and affluent lifestyle that my family was used to, prior to immigration, we were leading a frugal lifestyle hoping against hope in a global situation of economic hopelessness and helplessness in 2009. People tend to perform better when under pressure because they have no other choice but to focus on success. My entire family worked towards that dream of success doing their individual level bests to arrive at the common objective of becoming Canadians who could positively contribute to the community, the society and the country.

The PQUAS Program educated me on various industry practices, including Continuous Improvement and back then a student at Sheridan, I shared this ideology with my family. As a result, to evolve and improve continuously became so contagious in the family, that it still motivates all four of us to try more to become better human beings, whether by volunteering in the community or doing better academically and professionally. My wife would later go through fulltime schooling to upgrade herself and become a teacher in the Peel District School Board. All four of us in the family continued to volunteer in order to give back to the community in

various ways e.g. all of us in the family have registered ourselves for organ donation.

The two semesters at PQUAS ended with a Coop placement through Sheridan, which provided me with the required Canadian experience in the field of Quality Assurance and Manufacturing. During the co-op period I realized, and so opined other classmates at Coops, how well designed the PQUAS course was. What we found being practiced was, what was taught at Sheridan. Sometimes, a PQUAS co-op student with limited production floor experience would be able to identify opportunities for improvement at the workplace. The co-op experience, provided an opportunity to not only learn the practical aspects of the theories learnt in class but also allowed the students to imbibe the work cultures in Canada. This was very important for almost all of the PQUAS students, who were either young and fairly inexperienced or had education and experiences from outside Canada.

During the class lectures Dr. Khan had mentioned that a student graduating from the PQUAS program would be better prepared to handle the ASQ (American Society for Quality) certification exams. So I had earlier compared the BOK (Body of Knowledge) for the ASQ CQT (Certified Quality Technician) with the PQUAS syllabus and felt fairly comfortable to write the exam of October 2009, while doing my Coop job. The usual pass rate for the CQT exam being in the vicinity of 50%, I successfully cleared the exam – just because I was a PQUAS student. And Dr. Khan had already predicted so.

My name was recommended by the Sheridan College to ASQ, Toronto for their Bob Cardno award, which I won in 2010.

The experience at Coop and success with the ASQ CQT boosted my confidence about being ready to take the bull-by-the-horn when going out to seek employment in the industry. Now I had proof, that I was better than half of the field in this area of competition. I thank Dr. Khan for his sincere advice to help me choose the program.

Towards the 4th quarter of 2009, with the various governmental stimuli, the economies in North America started looking up and businesses slowly started pulling up their shutters. Armed with my well-deserved PQUAS knowledge, the co-op experience and the ASQ CQT Certification, I could break into the North American auto

manufacturing industry that was poised for huge growth in the next years to come. I got a job with one of Canada's leading Tier-1 auto parts manufacturer.

The post-recession flourishing trends of the auto industry, continued strongly with the advent of newer technologies breaking newer grounds in terms of cost reductions, better customer satisfactions, user benefits / delights as well as unprecedented fuel efficiencies, safety, quality, durability, reliability and environment friendliness. I obviously wanted to keep growing with the growth of the auto industry, add value to my functions and the industry, while simultaneously working hard to learn more and more on the job. I would be recognized as a significant contributor in my job-function with strong senses of responsibility and cooperative attitude. With my strong knowledge base obtained from the PQUAS program, I kept going for more and more ASQ Certifications. I cleared the CQE (Certified Quality Engineer) exam in June 2010, the CQA (Certified Quality Auditor) exam in December 2010 and the CSSBB (Certified Six Sigma Black Belt) exam in 2011. I zoomed through each of these exams, passing each of them in the first attempt. That was an above-average performance, given the depth of BOK of each Certification. I achieved by simply trusting what Dr. Khan had said about PQUAS graduates' potential advantage in passing ASQ exams.

I sincerely believe that the apparent smooth sailing that I achieved with ASQ Certifications, was possible because of the foundations offered by the Sheridan PQUAS course. The PQUAS course is delivered with great spread in application areas related to manufacturing process quality and with depth of knowledge content that, I believe, is quite unique and unmatched by any other community college courses in the GTA. The method of delivery and the instructors for the PQUAS Program I attended were superb. With a limited class size, each instructor had the opportunity to know each student (and their individual needs) to better support them in the class or away from the class. Dr. Khan's own approach to teaching had a personalized touch that helped in the creation of a friendly learning atmosphere which benefitted the students in the program. Several other instructors in the program (including those who were Dr. Khan's ex-students) seemingly emulated Dr. Khan's style. Therefore, this kind of a learning atmosphere resulted in

development of an easy relationship between the instructors and students in the program. This is one reason why many ex-students like myself, still keep in touch with Dr. Khan.

In terms of the subjects taught, whether Statistics and Design of Experiments, or Geometric Dimensioning and Tolerancing or Quality Auditing and ISO Standards / Procedures and Documentation – the Program gave us an opportunity to learn the best from within the boundaries set by the syllabus for a two semester study program. The formal theoretical knowledge helps a Sheridan PQUAS graduate to pick up the threads at their new workplace effectively and quickly. Hence, even a fresh PQUAS graduate at work can virtually ‘hit the road running’, when others may often stumble. I considered the usefulness of the fundamentals imparted to me during my 2009 period so important that I have still kept the PQUAS course notes and books for my own quick reference when a need arises. I do not usually need to seek out to someone else or somewhere else for clarifications.

During the past several years after completing my PQUAS graduation, I could change jobs successfully whenever I needed to; and every change was significantly better. Having worked for top Tier-1 Canadian automotive manufacturing companies adding value at each place, I now work in the area of Product Planning with a Japanese OEM’s corporate office in the GTA.

If my career has shaped up as above, it started with my meeting Dr. Khan and becoming a Sheridan student in the 2009 PQUAS Program.

Alvin Toffler had said that, ‘Change is the only permanent thing in life’. I am glad I embraced change. I am fortunate that I was under the tutelage of a change agent named Dr. Mozammel Khan, the father of the PQUAS Coop Program at Sheridan.



#24 – Rashmi Mukherjee

When I moved to Canada in 2007 I was looking to quickly gain a footing in the workplace. With my educational background in Statistics and Operations Research I was looking for a short but effective program that would hone my skills and prepare me to take on a new career head on.

My search brought me to the PQUAS program at Sheridan especially because it was a Co-op program and it had a well-rounded syllabus. The program details on the website appealed to me since it was an extension of what my own educational background was.

Before enrolling in the program I decided to make a quick visit to the campus and speak to the program coordinator to see if this was actually meant for me. That's when I first met Dr. Mozammel Khan. I was amazed at the way he took out time from his busy schedule to meet with me and walk me through the program and its intricacies. He came across as an extremely intelligent and knowledgeable person with an intent to help. Apart from providing me information about the program he also guided me step by step with the admission process and answered every single question that I put forward to him.

Following the months after my admission into the program Dr. Khan took personal interest in the progress of those that were serious about making a mark in this field. His lectures were very informative and helpful and his vast experience and anecdotes added the much needed flavour to the sessions.

The PQUAS program provided the much needed practical essence into theoretical knowledge and prepared me for work in the manufacturing industry. At the end of two semesters I was extremely lucky to land a COOP job before the program actually got over. The co-op experience, provided an opportunity to not

only learn the practical aspects of the theories learnt in class but also allowed the students to imbibe the work cultures in Canada.

At the end of the four month co-op program I was absorbed into the company as a full time employee. That was my first job in Canada and I have only Dr. Khan and his brilliant PQUAS program to thank for it. Armed with the knowledge from the PQUAS program I was flourishing at my workplace and soon was promoted to a higher position.

In the meantime, my name was recommended by the Sheridan College to ASQ, Toronto for their Bob Cardno award, which I won in 2009. Again, it was Dr. Khan's guidance throughout the process that made this possible. I was the first ever awardee from this program.

I do not work in a related field today; I have grown and moved away to work with the Market Research industry. However I still fondly recollect the experience of attending this program at Sheridan College.

Dr. Khan is one of the best academics I have ever met. His calm demeanor and quiet voice hide a huge well of talent and experience. It is my staunch belief that whatever program he coordinates will reach tall heights.



#25 - Yura Kadenko

I came to this program with significant life and work experience. As a supervisor in a manufacturing company, I was working with a customer representative who had the title of Quality Assurance Inspector. I was so excited in what and how he was doing that I get started research on how to obtain necessary knowledge to become a Quality Assurance Specialist. I have chosen this Program to upgrade my educational level and frankly speaking, getting Diploma in Quality Assurance could open new opportunities for those who are seeking employment in

manufacturing area or decide to improve their knowledge in Quality or Engineering Sciences. The PQUAS program at Sheridan College was very attractive to me, and after my B.Sc. in Mechanical Engineering from my home country I decided to broaden my experience and skills in Quality Assurance. It was a short post-graduate program that was career-oriented and had the opportunity for a co-op.

When I started the “Quality Assurance – Manufacturing & Management” program, I realized that education will be challenging. Even though I had good knowledge in Math and Engineering studies, I had no experience with North American educational system and didn’t know American math terminology. I still remember my first Assignment when I spent full weekend on research what assignment is and to work on it. At the same time Program was fast, tough but interesting. It was accurately balanced and included variety of courses from different areas of science. Special emphasis was given to practical knowledge and skills. We have spent many hours by practicing our skills with Quality Control Plans and Charts, Measurement technics, developing Quality Documentation and Audit Reports, Design of Experiments projects, Lean and Six Sigma methodology and so on. This variety of knowledge would make us useful in any industry on Quality position. Therefore I had no problem to find a job as a Quality Assurance specialist in Aerospace Industry at the end of the studies.

All instructors had good knowledge of the assigned subjects and did their best to make class interesting and practical. We really appreciated the lovely environment and the high quality of instructors. Especially I was impressed the way Dr. Khan kept engaging all the students throughout class when we started with a relevant discussion or activity at the beginning of class. This not only woke us up, but it allowed us to turn our focus to that particular subject for the rest of the class period. His extensive knowledge, enthusiasm and organization made the class a pleasure to attend and study for.

Dr. Khan was ditching typical, traditional lecture and presented subject through discussions and practical examples from the

industry. With every new lesson or term he explained, he gave a current real-life example. Most of these examples came from personal stories, popular news stories, and entertainment topics, which helped even more.

Somehow he has found the perfect balance of challenging us and being there as support when we didn't understand something. He always showed concern, broke it down, and never moved on until we got it. With his encouragement and support, we were able to go through this challenges and reach the goal.

I am really thankful for taking his classes. It has allowed me to think different and creatively. Dr. Khan is my favorite professor because I believe he did more than what is required of him as an instructor. I know that I can always count on his support and ask for references or expertise suggestion/ guidance when I need it.



#26 – Sandeep Sharma

I met Dr. Khan in September 2000, when I was evaluating options to find a training course that best complemented my experience and qualifications. Little did I know that his PQUAS program would prove to be one of the most valuable achievements of my life? His thorough and detailed explanation of the course and all it entailed was paramount in helping me make the decision to attend. I can honestly say that completing this course has allowed me to grow substantially in the field of Quality engineering.

Throughout the length of the program, Dr. Khan was always willing to offer assistance and had an excellent rapport with all the students. He took the time to ensure that important concepts were understood clearly and could be put into practice. He, along with his teaching staff helped us in achieving a more thorough understanding of the many components of the PQUAS program.

This program covered all of the areas in the quality field and was aligned with various ASQ certifications. Dr. Khan and his team's fine work, excellent planning and realistic scheduling resulted in great understanding of the concepts of Quality fundamentals, quality tools and application. All of these courses provided a solid framework for the body of knowledge required by Certified Quality Engineer (CQE), Certified Quality Auditor and Certified Quality manager. I was able to obtain Certified Quality Engineer (CQE), and Certified Quality Auditor (CQA) immediately after the completion of the PQUAS program.

Dr. Khan has not just been a great teacher, but also a respected mentor, support system and guide. I have found that he has an innate quality for leading people. I, along with many others are deeply appreciative of his outstanding leadership skills and dedicated effort to guide his team as well as his students. I feel I would not be where I am today if it weren't for my first meeting with Dr. Khan in September 2000 an joining the PQUAS program.



#27 – Rifat Zaman

I take this opportunity to share my experience with Dr. Mozammel Khan, Professor of Quality Assurance at Sheridan College. Dr. Khan is the program coordinator as well as a respected professor of the program that changed my life.

I feel endless gratefulness to have partaken in Dr. Khans quality assurance program. To be taught by the man himself, has been the greatest privilege of all. You feel at home when you are in a class with Dr. Khan. This is true whether you are new to Canada, or call it your native land. The environment he creates provides a sense of community, which you will never forget. By getting to know each student on a personal level, he assists in building the confidence that is developed through meaningful relationship. The

trifecta of knowledge, wisdom, and intelligence make him the most effective teacher I have ever studied under. I will carry his teachings with me, applying them throughout the course of my life. The way he encouraged that student can only be done by a person like him.

He was very eager to update the course materials and teaching methods continuously. We had the opportunity to learn every state of the art method of dealing with real life problems. He has made my life or I should rather say lives of thousands of us successful.

Dr. Khan has not just helped individuals such as myself and fellow students of the Quality Assurance program, but he has made contributions to the nation, effectively utilizing the knowledge of those who joined the program. Many successful Quality Assurance graduates have gone on to establish themselves in reputable careers, making important contribution both in Canada and other parts of the world.

I wish that God would provide long life and good health so that Dr. Khan can help students reach the right place where they deserve to be.



#28 – Caleb Chin

The PQUAS program that has been established by Dr. Mozammel Khan has been fundamental in developing my career. The curriculum is well structured and covers a wide range of quality topics. I have been able to apply many of the learned principles and techniques on a routine basis. The program is taught by industry leading professionals who are able to share their real world experiences and provide practical instruction. I enjoyed my experience and would highly recommend this program to anyone who is looking to enter the Quality field.



#29 – Vishal Bhardwaj

Dr. Mozammel Khan and Sheridan College Gave me New Life

I was born in Punjab province, in India. Upon my completion of under graduation in Mechanical Engineering I got married and immigrated to Dartmouth, Nova Scotia Canada in 2002. Upon my arrival, I heard very loud and clear that without having Canadian education, I won't be successful in getting in my profession.

From my seniors and friends who were already working in the industry, I started gathering as much information as possible on the type of skills and experience I would needed to get a professional job. My research and friends recommendation reconfirmed my commitment to the Quality/Manufacturing field that I loved from my minor and major under graduation projects in JIT (Just in time) and TQM (Total Quality Management) respectively.

Although, during the meantime in the middle of 2003, I got the best possible and highest paying unionized labor job in Nova Scotia. But, I was never satisfied with this job, as I always wanted to get in the management position.

In 2003, I stated the country wide search on quality related courses and came across Sheridan College's PG Diploma in Quality Assurance and Manufacturing Management. The moment I read about the course contents and Coop Opportunities, I was convinced this is the program that will help me achieve my goal. A quick research gave me the contact information of Dr. Mozammel Khan who was the Coordinator /Director of this program at the moment.

After a quick chat, we agreed to have a formal interview on another day. After the interview and having few back and forth questions, I was offered the admission in PG Program in Brampton. I left my well paying full time job in Nova Scotia to start a new journey at Sheridan with the help of Canada Employment Agency who agreed to pay my tuition and books fee.

Coming from Nova Scotia that had only few hundred Indian populations to Brampton that was used to call Mini Punjab at the time was not less than a shock. Seeing so many people from Indian origin was absolutely unbelievable at least for the first few days and very stressful at the same time; As I had left my pregnant wife back in , who was just five days away to birth to our first child.

The very first day meeting with Dr. Khan gave me the confidence that I have made the right choice of joining this program. The program itself was consist of three parts, in class studying, Co-op and then again in class study. This was a perfect combination. The first semester trained us in all the necessary subjects that one would require to start a new job in Quality Assurance field in any manufacturing environment and helped us ready for the Co-op job that provides us the another critical, important and mandatory Canadian Experience. As expected, after the completion of first semester, I got the Coop opportunity and the necessary Canadian experience.

During first semester Dr. Kahn introduced me to ASQ (American Society for Quality) who is world's one of the best organizations that promote quality in all expect of life. I got very much fascinated with this organization and joined it as a student and started volunteering with it and very shortly become the executive member.

Dr. Khan's program provided us the opportunity to do presentations in class and at work during our Co-op period; this tremendously helped me taking the leadership role at ASQ and gave me the opportunity to face many people from stage that I had never done in life. I still remember that evening, when first time in life from a stage I saw 190 people and my legs and body

was shaking. I could not even finish my full introduction that I was planning to give to the 2100 member organization at the time. Without this program and Dr. Khan and other staff members consistent encouragement and life stories motivated me to do better and provided me the foundation where I was able to attain best in class and in field learning experience.

This program provided me the necessary education, knowledge, and foundation to be successful not only in a professional capacity but in daily life as well. I learned how volunteering makes difference in our and others life. Today, I am working as a Quality Assurance Manager in a multiple national company that has 29 worldwide plants in 13 countries. I been getting world class experience and at the same time trying to make a positive difference in the community.

The great support staff, facilities, fast learning environment, an exceptional talented team of professionals, and Dr. Khan's personal interaction and motivation at Sheridan College made a big difference in my life. Today, not only I have met my goal of working at Management Positon but also using the principal of this program and using the continuous improvement as moto in my life.

It is Dr. Khan's motivation that got me involved in volunteering opportunities in professional and community involvement that today has gave me an honor that an immigrant can't even imagine being Nominated as Provincial MLA Candidate in upcoming general election in NS in 2017.

Dr. Mozammel khan, PQUAS and Sheridan has made my life and I can't say thank enough for their contribution and success and in life. Long Live Dr. Khan and SHERIDAN COLLEGE!



#30 - Mansoor Tavassoly

My Experience of the PQUAS Program at Sheridan College

I am pleased to acknowledge that my career path in Canada, as a newcomer has been significantly impacted by the PQUAS Program at Sheridan College. Having all my education and work experience out of Canada, it was very difficult to well position myself in the Canadian job market.

I believe the PQUAS Program at Sheridan College gave me the opportunity to overcome that barrier. The knowledge I gained through the program and the Co-op term opened a window for me to the Canadian job market. After graduation I was able to successfully pass the job interviews and get hired as a metallurgist at the US Steel Canada, where I completed my co-op term and I am currently working as a Research Leader at AM Dofasco. Certainly the PQUAS program played a significant role towards these career achievements. Since graduation in 2005, speaking from my experience, I have been suggesting to job seekers that taking the PQUAS Program at Sheridan College will definitely open a window of opportunity for them.

I believe Dr. Mozammel Khan has played a tremendous contribution to the program`s success. He is an integral part of the Quality Assurance – Manufacturing & Management” program at Sheridan College. During my time in the program I found Dr. Khan not only as a professor who teaches his students the technical concepts very thoroughly, but also as a person who cares about all aspects of his student`s life and he does this in a relevant, meaningful, and memorable manner. His dedication to the program and the students is exceptional and must be greatly appreciated.



#31 – Poonam Dixit

Thank you for giving me an opportunity to write about my experience at Sheridan College. When I realized that my degrees are not recognized in Canada, I started researching my next course of action to find something that interests me. I found QA Manufacturing and Management program suited my profile completely. I did have some experience as a Chemist but did not really study what Quality field is all about. Through QA Manufacturing and Management program I learnt about various things that could be done in quality.

I will give you some insight into my experience; when I saw Statistics as one of the subjects, I was really nervous as math was not one of my strong subjects in school. I would tell you this honestly that it is only because of Dr. Khan I never felt that math was not my favourite subjects. I remember, during introduction I realized that only two of us were not engineers and the rest of the class was from various engineering backgrounds, some with a lot of work experience. I kept thinking that I hope I did not make a mistake. As the days went by, I did not feel stressed about my 'math' classes, honestly, I was surprised that I actually liked them. When I received first few test and assignment scores my confidence level went up and I thought "I got this". Thank you so much Dr. Khan for taking the time to explain and guide students in your class alike whether having an engineering background or not.

Other courses, like Quality planning, ISO and Quality Audits were really interesting. Currently, I am working with Technicolor Canada and at every step of the way I have been utilizing the skills that I learnt at Sheridan College. I got certified as a Quality Auditor. I would like to emphasize here that I completed my Co-Op at Technicolor. I got a lot of opportunities to use my skills that I learnt at Sheridan, like documentation, statistics, auditing and much more.

I would like to take this opportunity to extend a special thank you to Dr. Khan, Mr. Agni Shah and the entire faculty of QA Manufacturing and Management program.



#32 – Jashan Singh
My SUPERHERO Professor, Dr Mozammel Khan

I landed in Canada last year for my post-graduation program of Quality assurance in manufacturing and management. I choose this program because it focused on both the fields which are manufacturing as well as management. As I studied both engineering as well as business, I thought it would be an add on to my qualifications. I searched other colleges as well but no other institution offers a full fledge program for quality. Quality assurance is always treated as a subject and not a program. But I was glad to find this program or maybe it was in my destiny to come to this program otherwise I won't have met a wonderful person like Dr. Khan.

Before joining the classes I was a bit nervous about my selection but after the very first class I was confident that I made the right choice. The program is designed to meet the requirements of the fast changing business world. The professors are very dedicated towards their students. They strive to give the students the latest information so that they can compete in competitive business environment. No doubt I have heard many rumours regarding the college before coming here. But after I attended the classes, all my rumours were washed away.

The program was like a cake walk for me just because of my SUPERHERO, Dr. Khan. He has designed the program in such a way that the students don't feel burdened. He means it when he says that this program is 'His baby'. He works very hard to maintain the quality of this program. The quality assurance program is nothing without having the quality of teaching. This quality comes

from the Professors and I am proud to say that they meet and exceed the expectations of the students. I still remember the first class of Dr. Khan. He said, “Don’t they tell you that I am the best teacher”. This thing is actually true. No one has more efficient teaching methods. I have met many teachers during my Bachelors and Master’s but I have never seen a person like him.

He makes the subject easy and interesting for students to understand. He answers every question from every student. He is passionate about what he teaches. His main focus is always on clearing the concepts.

Though I was not a very bright student of his class, still I am proud to say that he taught me. I’m not working currently in this field but Dr. Khan has given me the lessons for life which can be applied in any field of work. Not only he increased my knowledge but polished my personality overall. He saw the qualities in me which I cannot see. I will be always grateful to Dr. Khan for teaching me and I will make my best efforts to make him proud.



#33 – Sunil Masih

PQUAS Program at the Sheridan College. My Story.

It was in the fall of 2010 that the project I was working on in the CIBC processing centre was shut down and I lost my job. At that time I was working as a Quality Assurance officer assessing the quality of the cheques before they went into printing and was dealing with the leading printers of Canada like Davis and Henderson.

I was not sure as to what to do and which line of industry should I tag. After many counselling sessions with various organizations I was still directionless. While all the time I was trying to find my

direction as to which way to go, there was this very strong inclination of having more in depth knowledge of the kind of work I was doing. Being in the high precision manufacturing field all my life I wanted to understand the intricacies of Quality Assurance. Although I was in my over mid years of life I was a bit hesitant to go back to school.

I would like to mention that I am surrounded by a backing of great friends who are successful and ever encouraging which includes my wife. They guided me to understand that let not your age be a bar for this endeavour. Still I had some doubts being from the old school whether I could cope up with the contemporary curriculum where technology has become the prime necessity and a medium of learning. I didn't even know how to use the calculator fully well, although I was computer literate.

Ultimately I reached a decision to go back to school and after a lot of research and speculation the dice fell on the PQUAS program at Sheridan College, Brampton. I had lost my job in October 2010 and had wasted lot of time just toying around with the idea of going back to school or not. Now it was January 2011 and the admissions were all over.

After landing this landmark decision I went to the office of Sheridan College in Brampton, only to be told that I was very late and the admissions were long gone. But a lady in the office advised me that only Dr. Khan who runs this program can make that decision to allow the admission. I went to his office and nervously waited for him with all my credentials. Then he came out a small statured person but with a very calm disposition. He listened to me patiently and was not very impressed by my age and presentation. He gently told me that the admissions were over and there were no seats available. The dreams I had formed seemed to be shattering and the confidence I had garnered to go back to school was being poured away. Then suddenly he said come and meet me tomorrow to see if he could do something for me. Suddenly I saw a shimmering light at the end of the tunnel and felt a slight hope of getting in.

The course had already started and I was at the college to meet Dr. Khan but he was not there. The office told me that he will come but a little later. I waited for him sitting on the bench right in front of the entrance. I just waited impatiently for about half an hour which seemed like an era. When he walked in suddenly I fell in step with him and introduced myself once again. Just walking with him gave me the positive vibes I was hoping for and just talking to him for a couple of minutes he told me that its fine go to the office and complete the formalities and come to the class. My heart leapt and skipped like a lamb. I was overjoyed and thanked God for his mercy and thanked Dr. Khan for his magnanimity for giving me the much needed chance. I told him that I could not join the class that same day but I will come the next day.

I want to share an anecdote here. The next day when I went to college the first class was GD&T taught by Dr. Raju. When I reached outside the classroom there were all these young students waiting outside since the classroom was locked. They all started to look at me and I had a very strong feeling that they were looking at me as if I was going to take the first class, but was greatly relieved when Dr. Raju came and opened the classroom. Thus started my journey in the PQUAS Program at Sheridan.

I will not go into the details of the course but it is very intense, very informative and a comprehensive Quality Assurance course.

I went back to school at the age of 55 and was initially feeling quite self-conscious sitting with boys half my age and even younger. My children were older than most of them and my elder son was already married. I overcame the dreadful feeling by getting fully engrossed in the learning of various aspects of Quality Assurance and never missed even a single class.

This course offered at Sheridan under the able tutelage of Dr. Mozammel Khan is one of the best in the country. I know this because during my stint at an Aero-Space industry where I worked, another person joined the company who had done Masters in QA from some school in Montreal. One day during our conversation I mentioned to him APQP and PPAP aspects of Quality Assurance. He was totally ignorant and asked me what

does it mean? I explained to him a little bit that Advanced product quality planning (APQP) is a framework of procedures and techniques used to develop products in industry, particularly the automotive industry. It is quite similar to the concept of Design for Six Sigma (DFSS) and Production part approval process (PPAP) is used in the automotive supply chain for establishing confidence in component suppliers and their production processes. He had no clue what I was talking about and then I saw him very fervently searching the web for more answers. I was glad that I could instill in him a sense of competition. I would like to mention that this procedure was taught to us by a very organized teacher with hands on experience Stuart Faria. Not to forget the other faculty members who poured out their vast industry experience and knowledge into the course.

Here I want to thank Dr. Khan for letting me in and helping to regain my confidence and rebuild my shattered dreams. This course also gave me a great boost in my self-confidence when the younger students started to depend on me for guidance and help in completing their assignments. My day was made when at the end of the course 6 to 7 boys came to me and thanked me saying “Bhaaji because of you and your willingness to help we could complete this course” and took pictures with me. I felt rejuvenated and full of self-assurance that my coming and joining this PQUAS Program at Sheridan College was one of the best decisions I made in life.

I will always be grateful to respectable Dr. Mozammel Khan for giving me this much needed opportunity. Although I did not do very well in the courses he taught, he was ever so gentle, encouraging and ever so ready to help. Although he is of a small stature, I can say that because I am 6ft 2inches tall, but I always felt like a midget before him. He is a giant as far as the knowledge of Quality Assurance and his command over various subjects is exemplary. His governance of this course is Par Excellence. I will always recommend people to join this great course under the able leadership of Dr. Khan.

Today I have diversified into the Information Technology industry and have my own company helping people with the I.T. software

solutions. This was possible because of the boost in my self-esteem which I got from competing with younger generation and doing better than many.

Once again thanks to Dr. Mozammel Khan for allowing me to join this course when my chips were down and giving me the much needed break. I want to wish well to all the current students and the future generations to come.



#34 – Marwan N. Razzo

I attended the Quality Assurance for Manufacturing and Management program at Sheridan Institute in 2003. This program changed my life in a way that I never expected. It opened windows that I did not even know of and made me a different person.

The program coordinator Dr. Mozammel Khan is a quality guru that handled the program with passion, he always urged the student to be better and better.

The number of extremely knowledgeable professors and teachers was unlimited, most of them were hands on, knowledgeable, supportive and knew exactly how to deliver the message to us. Personally I gained a lot of experience, work ethics, and character.

I feel proud of my professional achievements as I held multiple quality, business excellence and performance management positions and this would not be achieved without my lovely program. Thank you Sheridan Institute for making me a better person. You will always stay in my heart.



#35 Soharab Bhuiyan

As a landed immigrant my wife, and I, with two kids came to Canada 1997. Back in 1997 finding a job for an immigrant without Canadian experience was very difficult. I kept trying to get a job but unfortunately I did not get any professional job. However, while my hopes were in the face of difficulties and uncertainties I found a light at the end of the tunnel like PQUAS. Then I got admitted to the Sheridan College Quality Assurance & Management program in January 1999 as first batch of this program.

Now I am writing about a person who is cold outside but burning insight for the wellbeing of people "He is Dr. Mozammel H Khan". For the wellbeing of foreign trained engineer as well as fresh university graduates he founded this PQUAS program. This program is his baby.

In this program he taught us Statistical process control, Quality Assurance, engineering statistics and design of experience etc. It was my good luck to get a talented teacher like Dr. Khan. While he was teaching us in the class room very often I forget who I am!! His teaching skills and methodology entirely invade me in the class room. He knows the technique - how to make complex subject to easy subject matter and it is well understandable to all students in his class. Not only me but also many of his students benefited from his well-diversified teaching techniques in Sheridan College and are well employed with various reputed companies.

After completing the PQUAS program Dec. 1999 and I got the job in a HVAC company and I worked there until July 2007. Because of the strong basis of PQUAS I performed very well in my day to day QA engineering responsibilities and I was recognized as the best employee of the company.

In July 2007, I moved to the USA and started an Electrical Engineering Job at SHAW POWER GROUP as a senior electrical engineer. I then joined American Electric Power (AEP) in 2008 as Senior Station Engineer Electrical for 765kV project.

Finally, I joined Bechtel Power Corporation in January 2009 as a Senior Electrical Engineer System Design, Protection & Control in Nuclear Power Plant Division. Since then I design various systems and developed relay protection schemes & logics for 1270 MW Watts Bar Unit 2 Nuclear Power Plant, twenty first century biggest new Nuclear plant in North America. During this time frame I performed various engineering analysis, developed engineering system design packages for different Nuclear power plants including small modular reactor. American Nuclear Power plants are regulated by Nuclear Regulatory Commission (NRC). Quality and Safety are overriding priorities in Nuclear Power plants by NRC. Dr. Khan's designed PQUAS gave me the strong basis of QA engineering principles and methodology which gave the success of my professional career in the Nuclear Industry. I got a lot of recognition since I performed the complex and Quality job. Quality is my number one priority I learned it from PQUAS.

I took Dr. Khan's guidance and advice once I faced any kind of uncertainties in my day to day life and my professional career. I wish more and more success for the path ahead for Dr. Khan and happy and healthier life. God bless him and his family.



#36 – Manik Sabharwal,

It has been roughly two months since I finished your Quality Assurance program at Sheridan so I just wanted to share some thoughts regarding my industry exposure.

I accepted co-op at ACRO Industries in Mississauga. This company is involved in the manufacture of gaskets, seals, and

insulators. They hired me to manage their quality department, which was created upon hiring me. The main goal for this company is to upgrade their QMS from ISO 9001:2008 to AS9100C. Some of my ongoing responsibilities include mapping each production process, managing the quality manual, working along with a quality consultant to implement AS9100, conducting first article inspections, managing supplier and customer information (drawings, work orders, etc.) and assisting the Production Manager if required. Although it is a fairly small company, I see it growing upon AS9100 implementation. The company is also exploring the idea of rapid prototyping by adding 3D printing. My starting pay is also not the greatest but I accepted this position to gain experience.

I would like to thank you for creating this program at Sheridan. It provides complete and fundamental education and training for students wishing to pursue a career in Quality. Although all the acquired knowledge may not be used in specific co-op placement, your program ensures knowledge in the field of quality in its entirety.

Learning from your teaching, preaching, and experience meant a lot to me. I will always look up to you not only as my professor but also as my mentor. I have a great deal of respect for you and what you do to improve student's knowledge in quality and ultimately their quality of life. My university undergraduate degree in Science did not prepare me well for the medical industry but your program was very practical and I am applying my knowledge every day in manufacturing. I am being smart and diplomatic with my knowledge because the company has no idea what I am capable of. I feel that DOE is a secret weapon that I will only employ when the time is right. With your blessings, I feel that I will be extremely successful in the near future and make you proud as my mentor and professor.

I hope you are doing well with regards to your profession, family and health. I wish to see you soon.



#37 - Jaydeep Uprati

I pay my humble appreciation to all the efforts you have done for making this award happen. This program is your child and it helps me to stand tall in the field of quality, and I dedicate this award to your vision that was to bring the dignity to the landed immigrant and bring them self-respect by providing the better job opportunity. Every landed immigrant passes through this phase of low dignity and self-respect when he has to do the odd job in the night shift and with minimum wages even when he held a high position back home.

I remember your first day speech in the class in which you explained the motive and vision of the course in quality. My decent job and this award is proof that results are much more than what you had promised. I cannot expect more than that.

Thank you for making it co-op, and making the co-op after the second term. Both have benefitted me in getting the job. And interestingly the study was really a great experience at Sheridan. It has brought out the best in me. Under your great guidance I wish all the present students of Quality Assurance program a fulfilling career in the field of Quality.



#38 – Samir Dasgupta

Dr. Mozammel Khan and PQUAS Program has guided me to achieve success in profession

I landed in Canada back in Jun 1998 as an immigrant having under-graduate engineering degree from back home. Soon after arriving in Canada and speaking with different people, who knew

the Canadian market, I realized that acquiring a job of my choice here based on my credentials is very difficult. I started a job for Canadian experience and at the same time I was thinking of upgrading my education. During my research I shortlisted many programs based on various factors such as length of program, practicality perspective, cost of the program, co-op option etc. I then approached few people who have graduated from these programs asking about the experience. As part of the decision making process, I met with the program advisors to get further insight into the specifics of these programs. The result of all that research was clear that I needed to pursue “Quality Assurance – Manufacturing & Management” program offered by Sheridan College in Brampton. The key factor about this decision was the strong feedback I received from one of my former friends who happened to be a graduate of this program and my meeting with Dr. Mozammel Khan. I still recall my first meeting with him which was about 15 years ago, I didn’t have a clear picture what this program is about and if this is the right choice, but after discussing with him and having valuable insight into it I realized this is the most feasible option.

I started the one year program (with co-op option) in January 2000 and all of the instructors had good knowledge of the assigned subjects especially I was impressed the way Dr. Khan kept engaging all the students in the class through discussions and practical examples from the industry. With each day progressing in this program, my knowledge kept increasing and I felt confident in the Quality Assurance field. Dr. Khan always kept encouraging all the students in the class and ensured that everybody understood the concepts and was always there in and out of the class to answer any questions students might have. I felt he was the kind of personality who is never satisfied until students are satisfied so he made every effort that everybody in the class gains as much knowledge as they can.

The program PQUAS was meticulously balanced as it covers a wide variety of areas such as Quality Management, Statistical Analysis, Design of Experiments, Quality Auditing, Geometric Dimensioning & Tolerance, Reliability and Software for statistical analysis to name some of them. Another great aspect of this

program was that it covered American Society for Quality (ASQ) body of knowledge pretty well which helped me down the line in my career as I got few certifications from ASQ.

There are many factors to consider when rating success of any academic program and to me the most important ones were how well I'm able to gain knowledge in the (Quality Assurance) field and what was the chances of acquiring a job at the end of the studies. I can proudly say that this program met both of these success criteria very well as my ASQ certifications are evidence of knowledge base I gained out of this and I was able to have co-op offer even before my studies ended, technically I was not employed after I finished my studies as I started my co-op the very next day. Also, whoever I knew in my class they were all able to acquire co-op soon after the completion of the studies.

Dr. Khan is one of those professor who will help you throughout the life, his support is not limited to the time until you are student of the school as I approach him from time to time for references and guidance and he is always there as reliable resource whom you can trust all along. Today I'm quite satisfied with my achievements in my career and all of this credit goes to Dr. Khan for designing such an amazing program which have turned many individuals' lives for better. I am working full time as a Quality professional since I graduated from the program and my professional career have seen excellent growth over the years.

At the end I would simply say this, if I had not had him as my professor & mentor in this program, my life would be incredibly different. I'm not saying it would be bad – but he opened my eyes to what I could be, what I could do, in a way that I've never thought possible. Today I am very happy with my professional achievements.



#39-Hitesh Kapila

Dr. Khan is one of those educators who will guide you to the correct path in your professional life. His support is not felt until you actually

land in the real industrial world where politics in management, competition among co-workers are normal routine. Today I am very happy with my accomplishments in my life and the major part of this credit goes to Dr. Khan. I salute the fore thinking of Dr. Khan to create such a nice course with passion and doing right things right. I am now doing Masters and while finding jobs, some companies demand diploma in quality as add-on which helps me in getting selected in the company. I wish that God will provide long life and good health so that Dr. Khan can help students reach the right place where they deserve to be.



#40 – Anwar Hossain

I am extremely thrilled to know that Sheridan is going to publish a book containing letters from Alumni of the program “Quality Assurance- Manufacturing and Management” and other dignitaries. I am more than happy to share my views on the program.

After losing my professional job in 2011 and trying in vain for a year to regain a similar one I started thinking about switching my career. My research in the job market gave me an idea that there are many jobs available for quality assurance professionals. While looking for appropriate quality assurance courses, some of my friends who are graduates of the Sheridan’s Quality program advised me to see Dr. Mozammel Khan and enroll in this program. I knew Dr. Khan when he was the elected president of an apex association of engineers having overseas degrees and looking for ways to get license and professional upgrading. Fortunately, I was a member of that association and I noticed how Dr. Khan helped foreign trained engineers to succeed in their professional and personal life. I became a student of Sheridan and enrolled in Quality Assurance post graduate certificate course in 2013.

Truly speaking I liked the program from the beginning. The courses were relevant and course outlines were well written and posted on-line. The faculty lead by Dr. Khan was highly professional and competent. Every professor had his/her own style of teaching what I admire. Prof. Agni Shah was of outstanding personality who took quality beyond products and services to life. Some of his brands like "No view is absolutely right or wrong", "Look from different angles to get a bigger picture", "Bring examples from experience in life" are worth mentioning. Want success in profession, study or life, just follow the methodology of Prof. Praveen Goel. He would show how to set goal and reach that goal step by step in a coordinated way. I still follow Prof. Margetson's budget dance when preparing my own budget. Prof. Eas Ganesh shared his valuable work experience and helped us to know what is expected by the industry from a quality professional. Reliability is one of the most difficult courses of the program but Prof. Kostowski's technique made it very easy and interesting. The sole female professor (I apologize I only remember her name Halan) successfully walked at par with her male colleagues presenting another complicated course namely GD&T. I would appreciate her patience managing so many impatient students. Dr. Srinivas Ganapathyraju was more a friend who created natural bridge with the students. Prof. Michael Kukhta introduced a complete different approach to learning – even the backbencher lazy guy used to be recharged and participated in the fun-filled class activities.

Participating in Dr. Khan's classes was an extra-ordinary experience. He is a person of vast knowledge but amiable, conducted classes with ease and occasional anecdotes. He personally knew each student and wanted to know his/her academic and personal problems. To me still a puzzle how he taught us Design of Experiments, the most difficult course of the program. Incidentally Dr. Khan and I came from the same region of a South Asian country and we attended the same high school but at different times which was revealed during an after-class discussion.

If I summarize my Sheridan experience in one sentence, I have to say I have many happy memories of that time. I wish all the best to my revered professors who were very kind to me.

Did the program help me to start a career? The answer is yes; I am working in quality assurance field. Does the program help me in my work? I would say that the knowledge earned in the classes boosts my confidence in performing daily jobs and taking decisions.

Although Quality Assurance program of Sheridan is very rich in context, relevant and the only full time course offered in Ontario, I think it is not properly evaluated by the industry. The reason might be it is not well publicized. Now is the time to expand the program and make it a “Sheridan brand”. The program should include materials required for major industrial sectors including food and pharmaceuticals. Need to attract more local university/college graduates. A publicity campaign is also required. Sheridan will then be a one stop destination for all branches of quality professionals.



#41 – Himabindu Yeso
Influence of Dr. Khan and Quality Assurance Manufacturing and Management Program

A major decision that influenced my career and life was when I met Dr. Khan. I can never forget that afternoon when I talked to Dr. Khan and how nice he was to give me his time and answer all my questions. I had my Bachelors in Science and Education from India, married and had 2 kids. I didn't get much chance to start my career as kids were very young. But I always wanted to be a working woman and so did few jobs, but was not pleased with myself.

One day, I decided that I need to choose my career and so I started searching through the programs, colleges and universities. Doing my search, I came up with this Program – Quality Assurance Manufacturing and Management. Lucky me, got an opportunity to talk with the Coordinator of the program – Dr. Khan and that day I decided that I will apply for this program. I went with many questions in my mind – how will a one year program guarantee me a good job, will I have enough time with the kids to study, how will this affect me getting a good job as I am not a Engineering student. Dr. Khan answered all my questions with patience. And that day I decided to apply for this program and started to look for day care for my kids. I didn't have much time as the course was going to start soon.

I was very much excited and started the course. There was an enthusiasm that I was going to college again and I had many expectations from this course. Dr. Khan and his entire team met all my expectations and were so much helpful. I had a great time learning the subjects. The best part was that I could give time to my family and still complete my course with good grades. The course was very practical and I was very impressed by Professors like Dr. Khan and Praveen Goel who made the learning very objective and the notes user friendly. I still have their notes and use them for reference.

All the subjects are very informative and useful in work life - GD & T, SPC, Statistics, DOE, Quality Planning, International standards of Quality, Quality Audits, to name a few.

The best part of this program is the Co-op term. And I was the first one to get selected in the interview – my happiness knew no bounds. This interview process gave me more hopes and I was very happy with my achievement to get selected in an automotive Tier -1 company. My heart was very thankful to Dr. Khan as I was pursuing my career soon. Dr. Khan always believed in me and I was happy that I could prove my capability to him.

With the knowledge gained from this program, I started my first day at work. It was nice to see the correlation between what I

learnt and that we were using daily in industry life. The professors had already made us aware of the ASQ certification exams and explained to us how it will help our career growth. While I was doing my co-op job, I passed the CQT (Certified Quality Technician) exam. The employer was happy with me and so they decided to offer me a full time job.

I took the job offer and planned to complete CQA (Certified Quality Auditor) and CQE (Certified Quality Engineer) within the same year. With the knowledge gained from the Program, I was able to successfully pass both the exams within the same year. And also my name was recommended by Sheridan College to ASQ, Toronto for the Bob Cardno award and I won it in 2010.

I believe this program has helped me a lot in pursuing my career and with the guidance of Dr. Khan helped me plan. Later I completed SSGB (Six Sigma Green Belt) and moved on to another company. This course gives great opportunity for a strong position in Quality and to excel in one's career.



#42 – Manmohan Singh Flora

Dr. Mozammel H. Khan, Ph. D., P. Eng. Speaker, Sheridan Senate,

Professor and Coordinator Quality Assurance Manufacturing and Management (Post Graduate)

Dr. Mozammel Khans' PQUAS is an excellent program for professionals who immigrate to Canada. The program is very well designed and gave me a window of opportunity, a stepping stone to gain meaningful employment in my field of Mechanical Engineering.

I was introduced to Dr. Mozammel Khan's PQUAS program by a student in the summer of 2005. He was working as a Quality engineer and was very satisfied with the program. I did my research about the program and applied for Sept 2005 batch. I met Dr. Khan

for first time during selection interview and was impressed by Dr. Khan's humbleness, as he patiently clarified my doubts. In those initial periods Dr. Khan helped me see beyond the constant struggles and encouraged me to work towards achieving my potential and upgrading my education.

During the initial stage I found the program quite challenging, as I was back in school after 16 years and the course was quite intense. In the first semester we had 7 subjects, which is quite vigorous if we compare to Canadian university courses that have only 4-5 subjects. Most of the courses were taught by teachers who had US/Canadian industrial experience and shared their insight quite enthusiastically. Also, a class size of only 20 students helped us a lot for one to one interaction with the teacher. The students were encouraged to ask questions and the teachers were willing to provide extra help if needed. I found Dr. Khan to be an exceptionally gifted teacher. Not only does he have through knowledge about the subject but he makes the learning process very interesting and understandable even in the case of the most difficult subjects. He motivates and at the same time challenges all his students to deliver their best. I have lasting memories of Dr. Khan's Design of Experiments and SAS lectures. One is really astounded by the wide scope of the subjects this course covers for e.g. Engineering statistics, Statistical Quality Control, ISO, GDT, Metrology, Six sigma, Reliability, TQM, Quality Audit to name a few. Throughout the course the students are encouraged to write the ASQ certificate exams and the course content prepares the students to do so.

Dr. Khan exceptional commitment towards his students is seen not only in his class but also in the passion he puts in preparing all the students to gain employment for the co-op term. My Co-op job with Ashland chemicals in the quality department was very challenging. During my co-op job I learned a lot about plastic and polymer production. I graduated with Honours and passed my CQE exams on my first attempt all due to guidance provided by Dr. Khan's Quality Program. The program gave me the tools to be successful in my current role of Engineering and Quality Manager

at Kelvin Technologies Inc. In this role I have used Dr. Khan's, design of experiment/quality tools in molding material selection, designing Welding process, optimizing rubber molding process and corrective actions. Further I have also used Weibull Reliability concepts to design Accelerated life test for a super heater which helped in reducing development time. Dr. Khan's quality program has helped me understand how the full potential of Engineering can be harnessed using quality engineering tools.



#43 – Daniel Sbirnac

After graduating from the Sheridan College Quality Assurance program in December 2016, I can look back now and appreciate what has been an enjoyable and valuable experience.

In deciding to follow the program, I knew I needed new skills required in today's employment market. But there was also another reason. I wanted to learn more about the application of statistics to solving engineering problems, and in particular focused on improving the quality of products and services surrounding us in our everyday lives. There are many books available on applied statistics, so I thought I would do some prep study in anticipation for the program start day. But my self-directed study effort turned dry pretty soon, squished under a huge amount of statistics specific concepts that seemed to branch off in all directions with increasing complexity. Soon after the program started and throughout the following 8 months, I realized what was missing in my early prep effort was the guidance of an experienced teacher who had a clear idea on the long-term learning objectives with the required milestones to be reached along the way. My fellow students and I are lucky to have found that remarkable teacher in the early days of our study program. His name is Dr. Mozammel Khan.

Dr. Khan welcomed us to the program and made us feel as if we were entering his home. There was a lot to talk about, and I noticed immediately that he worked like an experienced professional. He presented the course concepts gradually and set the pace allowing most students to get a clear picture through discussions and questions raised in class or during study at home. Application and problem solving examples discussed in class were followed by individual work assignments and group work projects supported with timely and clear feedback. His lectures were scheduled almost every other day of the week and there was never time to get bored or lose focus in the flow of challenging questions, witty comments, and references to real world application scenarios. Over the span of two semesters, we attended lectures held by Dr. Khan on the topics of Engineering Statistics, Statistical Quality Control, Reliability, and Design of Experiments. Each of the four courses included exam evaluations. In my experience, these four exams were the most difficult exams in the program, requiring students to demonstrate both understanding of the concepts, and the ability to apply math algorithms selectively to problem solving requiring a significant amount of accurate calculation. Upon receiving the exams results, I knew there was room for improvement, but more importantly I knew they were fair evaluations and learning tools to help me along the journey.

After graduating from the program, I felt I was better prepared to compete in the job market and to present to employers a newly acquired skill set that brought together the quality assurance documentation system with statistical process control, and design of experiments optimization algorithms. All this would not have been possible without the dedication, heart-felt support and trusted guidance received throughout the program from our teachers.

For sharing his wealth of knowledge, for his kind words of encouragement, for his sense of humor, for his patience in answering our questions, for his sure hand in guiding our learning path, for his confidence in our future successful

careers, I feel privileged to have been one of the students in Dr. Khan's class at Sheridan College.



#44 - Wasimreza Momin

Experience with Dr. Mozammel Khan and Exposure towards success due to PQUAS program

I pursued Master's degree in Mechanical Engineering from San Jose State University, California, USA in 2010. I moved back to India in 2011. When I was in India, I was working with a multinational mechanical design company as a Mechanical Engineer. I had good exposure in different fields in past six years. I worked for a nuclear consultant company and an information technology company as well. After such a long duration in the same mechanical design field, I decided to move forward and relocate to Canada.

I started research for market situation of Canada. The question raised in my mind was which field of work would be more beneficial for long term career. My brother-in-law Mr. Tafazzulhusain Momin advised me to look in to Sheridan College's Quality Assurance-Manufacturing and Management program. He did the same course in 2005-2006 from Sheridan College. Currently he is a Quality Officer in Canada's well reputed Government Company. I contacted Sheridan College to get the course outline. I reached other colleges across Canada. But the course content which impressed me a lot was Sheridan College's PQUAS. I started the process in 2014 and got the admission for Spring 2015 intake. I landed in Canada in December 2015. At the initial stage, after having long time serving in industry, it was difficult for me to keep up with other students who were young and just came out of the school. At the same time, Dr. Khan helped me and encouraged me. Dr. Khan is not only a professor but also a good person who observes each student in the class. As a course coordinator, he manages all the subject teachers and difficulties of students. He included all the topics which are very useful in Manufacturing and Automobile industries. Not limited, but

in food industries, transportation industries, chemical and pharmaceutical organizations and many more.

As per my experience in co-op training, I have used all the knowledge which I gained during the course. I joined the Phoenix Quality (site location HONDA CANADA MANUFACTURING) as a Quality Inspector. During first month, I used the fundamentals of Metrology which were taught by Dr. Srinivas. After a month, due to my knowledge and confidence during work, I got promoted to the post of Compliance Auditor. In this opportunity, I had chances to use the basics of Internal Audits and Safety. I worked as a Compliance Auditor for a month, management decided to fetch more out of me and wanted to check my sound knowledge and capabilities to handle more responsibilities. So, now I am working in the same company as a Quality Leader. During this time of one month as a Quality Leader, I have used knowledge of ISO Standard, Quality Management System Manual project. I really appreciate Mr. Praveen Goel for his hard work and capabilities of teaching ISO Standards and Quality Audit. I am very grateful to have a teacher like Dr. Khan. His precise techniques of teaching make the difficult subjects like Statistical Quality Control, Engineering statistics and Design of Experiment uncomplicated and easy. He always makes learning fun and enjoyable.

I really thank Dr. Khan and other teachers of PQUAS to plant the seeds of knowledge which will grow day by day, bigger and bigger. It is my privilege to share my experience.



#45 - Ismail S. Walusimbi

I am honoured to have the privilege of writing this letter. Dr. Khan in many ways you have been a mentor of mine as your words always ring true when I am caught up in situations where a clear and concise decision is to be made.

I recall the day I opted to pursue the PQUAS program with Sheridan College. Walking into your office and having the interview. To most people this is nerve wrecking but I felt at ease and knew I was in the right place and your elaboration of what the program entailed opened my eyes to what the future might hold. Note that I was an international student with a lot of questions and a propensity to learn and a goal to specialize more in the field of Quality Assurance. I think this is something you Dr. Khan saw in me as a student and always advised me to think outside the box and always look at attaining opportunities that would not only fall within Quality but would also afford me an environment that fosters continuous learning.

You truly are a standout professor because of your sheer dedication to your students. Especially when teaching statistics, you always made extra sure that I understood the material. Most students ask themselves “will the material taught ever be used in the real world?” I can attest to this and say that all you have taught me has been implemented in my career to date. The PQUAS program provided me with the building blocks needed to make sense of it all which has been beneficial to me and my team in my current role.

I credit my success in my career to you Dr. Khan and would like to thank you for providing the same opportunity to my sister; Rukia Walusimbi. We as the Walusimbi family are eternally grateful and continue to foster your teachings in the roles that we hold today.

The most important lesson I took away on completing my studies was the mantra you always iterated to the class. We as your students have learnt some of the most important lessons of life from you. You taught me the importance of discipline and hard work in life and not to be held back as an international student which I'll carry throughout my life with me.

Stay blessed and look forward to seeing you soon.



#46 - Michael Olorunyomi

I migrated to Canada in 2010 with high expectation in a new country. Relocating to Canada with a European degree in Mechanical Engineering, I was confident that despite challenges I will settle in well, get a decent job and care for my loved one. But things did not turn out the way I imagined it. It was very difficult to get a job with foreign degree. I applied to different companies but I was not successful at getting a job probably due to my foreign degree. After many disappointments, I came to the realization that I needed a survival job to care for myself and I ended up working in a factory.

Working in a factory as a laborer was not what I wanted, so talking to many immigrants I was advised if a need to get a decent job I need a college education in Canada that will augment my foreign degree and also boost my chances of getting a good job. After the advice, and facing reality I decided to search for a program that will compliment my experience and educational background. I discovered that there are many manufacturing industries in Ontario and since customer satisfaction is the key to the success of a company and quality is very important I decided to study quality assurance at Sheridan College under the tutelage of Dr. Khan.

Studying under Dr. Khan was the best decision I made. The different instructors were very knowledgeable. Dr. Khan kept tasking our brain, giving us assignments that made us understand quality concepts, the classes, assignments and projects forced us to think and to understand the principles of Quality assurance. Dr. Khan also gave a lot of practical examples from the industry and this increased my knowledge of the program and I became skilled in Quality Assurance. I love the way Dr. Khan used to give

fatherly advice and he is ever ready to answer all questions. I remember Dr. Khan saying that his satisfaction was to see us get a job and succeed, and that really motivated me.

Most of the skills I learnt at the program I still use today, Geometric Dimensioning & Tolerance, Quality Auditing taught by Mr. Praveen Goel, highly knowledgeable professor whose insight into quality assurance really had an impact on my career. A quote I will never forget from Mr. Goel is “start small, then rise as you gain knowledge or else you will not be able to retain your job”, I took that to heart and started small and I have been able to retain my job and I am growing within my organization and I have been rewarded with a promotion.

Before I finished my program in Quality Assurance I got a job immediately and the training I received helped me to retain the job. It was very encouraging that everybody I had contact with in the program got jobs, and I am sure Dr. Khan will be very proud of that.

One guiding principle I learnt from Dr. Khan during the course of the program, “have a skill that will be so useful that you will be a valuable asset to the organization and they will not be able to do without you” I have applied that, I have developed many skills and I have become a valuable asset in my organization.

With all the knowledge I obtained during the course of the program I took my ASQ certification CQE and CQA and I passed at one seating, all due to the excellent training I received from Dr. Khan and all the amazing professors

Dr. Khan is a very good man, a friend and a father figure who really cares about his students and never hides knowledge but passes it on to his student who then go on to succeed in any field they venture into.

Dr. Khan thank you for being a very good professor, a friend and a father figure, you helped me to settle in Canada and I am indebted to you and I hold you in high esteem

I sincerely hope many students will continue to benefit from your knowledge and make a success of their career.

Once again from the bottom of my heart thank you.



#47 - Mahfuzul Islam

I am very happy to be part of the PQUAS Program offered at Sheridan College, Brampton, Ontario.

Prior to seeking admission in the program I had worked in the field of Quality for some time. I did travel overseas and taken up a position as a Project Engineer in a different industry and hence found it somewhat challenging to locate a job in the field of Quality. Contemplating between the Pharmaceutical Quality Program offered by a couple of different institutions in the vicinity, I had been advised by different sources to remain in Manufacturing Industry Quality Assurance. Earning a Master's Degree in Industrial Engineering in the past had not helped me as I struggled to find a direct match and land a job in the GTA. My road to secure a job in Manufacturing/Quality has surely not been a smooth transition in Canada.

However, the Post Graduate Degree Program offered me with an abundance of updated knowledge and experience and was pivotal in regaining my career.

Dr. Mozammel Khan's PQUAS Program has been instrumental in aiding me in realigning my career path. His program is designed in a unique manner. The modules/courses are Industry specific. Each course covers material that is almost exactly what industry demands. It is very applicable in the Automotive Manufacturing industry. Although if marketed correctly, can be used in aerospace, pharmaceutical as well as the food industry.

Dr. Khan is a highly knowledgeable Professor. He shares valuable career focused information with students. He brings forward to students what there is out there. In the end it is up to the student to mold their own future. Dr. Khan excels in the field of Statistics for which I have great respect for him.

The PQUAS curriculum should prove beneficial to each and every student who is interested in considering Quality as their career path. To earn the PQUAS Degree Certificate however, one has to be very determined and be prepared to work very hard. It is not a typical program that a student can pursue lightly.

Being a parent of a two year old son who was extremely lively and energetic while I was enrolled in the program, often times I struggled to find an atmosphere at my one bedroom apartment to study. My drive to Brampton from East York was over an hour and my evening commute was typically one and a half hour long. I had to stay late at the library or arrive early to the library and try and make time to complete my assignments. We received a fair amount of assignments from the four to five courses that we had to take each semester. This was quite challenging as assignments had to be completed and meet instructor expectations. Each semester was very intense.

With hard work, dedication, words of motivation from fellow peers and students I managed to complete my Degree Certificate. My wife was instrumental in getting me to enroll in the Program having taken a provincial student loan. I thank her to the day for making me take this decision. My fellow classmates most of them much younger than me, have all dispersed in different parts of GTA and different parts of Canada for that matter all pursuing dreams of their own. It will for all time be a memorable nine months that we shared with each other and almost felt like one big family!! I still try and keep in touch with many of my friends from Sheridan.

Upon graduating from Sheridan, I worked as a Quality Engineer in the Manufacturing Industry. I have had the fortune to work for

companies like Faurecia, Magna and Roush after Graduating from this Program.



#48 – Gurnam Lambhha

After landing in Canada, there was a big challenge for me to get a job in my stream. I had vast experience in Production of plastics in India and Dubai. The companies in Canada were looking for Can-Ex (Canadian Experience) and Can-Ed (Canadian Education). I was lacking both. The path of gaining Can-Ex would have been a long path for me. I started exploring the alternative for some short-term courses in Brampton.

I found the Website of Sheridan College. I found that the course “Quality Assurance, Manufacturing and Management” was very comprehensive, well designed and tailor-made to suit the needs of the industry as well as provide a base for an employment opportunity for me in the industry. I contacted Dr. Mozammel Khan and was convinced that the course would definitely bridge the gap between my experience and education with the Industries in Canada. There was also an added advantage that I would be able to get certified by ASQ for CQT, CQE, CQA and CQM, after qualifying the Exams. I got the co-op position in Polywheels Inc., before completing the course and that set the ball rolling for me.

I am thankful and obliged to the Department of Quality Assurance, Manufacturing and Management and Dr. Mozammal Khan for providing me the opportunity to breakthrough in the Canadian Industry.



#49 – Praveen Goel
LETTER OF ADMIRATION

I am glad to learn that the feedback from alumni of Quality Assurance program of Sheridan College is being compiled. I take this opportunity to share my experience with you and the program. Certainly, it is my pleasure to provide the feedback about my most favorite teacher.

As you are aware, I had obtained my master's degree in Environmental Engineering from Indian Institute of Technology, Kanpur, India. Then I served in a government organization for about 18 years in various capacities including senior managerial position for over 6 years. I migrated to Canada in 2002 and looked forward to having a better future. In order to practice the engineering profession in Ontario, I discovered that there was a need to get the P. Eng. certification. After an initial interview with the approval committee, I was asked to write 3 examinations before proceeding further. But I realized that I needed to prepare all over again in order to pass those examinations. Meanwhile, I discussed with a friend's friend about other possibilities also. Then I narrowed down two options; one, to go in for P. Eng., two, to go in for Quality Assurance program at Sheridan. Both required almost one full year's commitment of extensive study. After meeting with you in 2003, I decided to join a new challenging program under your able guidance. I passed in 2004 as one of your best students. I observed the contents of the program as well balanced which helped me in obtaining three certifications from ASQ, namely, CQE, CQA, and CMQOE in course of time. Since then I have been working in the field of quality and most importantly, giving back to the community by serving as a teacher at Sheridan College.

Sir, you have redefined my definition of best teacher. It is you who helped me in restoring my lost self-esteem. I owe my success to you and look forward to having a mutually trustful long-term 'quality' relationship with you.



#50 – Bryan Dumpit
With Due Respect to Dr. Khan and the PQUAS Program

Unlike most of my colleagues in the Quality Assurance Program in Sheridan College, I am fairly new to any industry as I have just graduated recently. Although I value the degree I have acquired from a previous school, it has not made jobs more available to me and the skill set given to me always felt lacking. I did not have the confidence and merit to apply for and acquire even an entry level job. As such, my job search was close to non-existent with exemption to a few data-entry jobs. Wanting to move forward and improve my confidence, I looked to widen my scope and eventually, I found the Quality Assurance—Manufacturing & Management Program in the Brampton Campus of Sheridan College.

During the course of the program, I picked up a variety of valuable hard skills related to Quality Assurance ranging from Metrology to Statistics. The program also provided opportunities for me to develop soft skills that allowed me to be a valuable member in teams. The professors, overall, were experts in their fields and were valuable sources of knowledge and wisdom.

All the knowledge, skills and wisdom given to me by my professors and the program had prepared me and made me confident that I would be a perfect candidate for a Quality Assurance job. As such, my job search had become more consistent and purposeful. Within the same year that I finished my

studies in the QA program, I had landed my very first professional job.

This discovery was not by my own, however. My father was also positively affected by the program. The recent recession had him laid off and jobless. Wanting to provide for the family, he decided to use the downtime as an opportunity to widen his scope as well. He discovered the PQUAS program and studied under Dr. Mozammel Khan as well. Shortly after finishing the program, he had landed a stable management position within the same year. During my studies, my father had also talked about how he remembers how much he learned in the program.

As such, I am deeply grateful to the program led by Dr. Khan for all the opportunities it had opened to me and my family. It had made me prepared and confident for a life with purpose.



#51 - Farhan Hanif, P.Eng., PMP

Canada, a land of opportunities. This was the logo I brought with me when I came to Canada. I landed on this beautiful country in 2009. My first impression was that it will be an easy breeze getting opportunity in my own profession. Within weeks I realized that that all my assumptions were wrong and it takes more than an effort to get into the job market.

After a couple of years of odd jobbing and labouring, I finally thought of going back to school. This was not an easy decision since taking care of the family and studying takes a bit of effort and some risks which I was willing to take. After a thorough search, I found out that one of the best ways to enter a job market is through a program that offers a co-op. Due to my background, I looked at one of the best programs and I found that Sheridan College offers a QA program which is the best in Ontario. I quickly applied and met with Dr. Khan. Dr. Khan encouraged me to enroll in the program which was the

best decision of my life and turned out to be a game changer for my career.

The program was carefully designed considering students from diverse educational backgrounds. It has all the ingredients to make you successful in the Canadian job market. Above all it has a great placement/career counselling department which enables you to enter into the Canadian job market.

The program itself is very challenging. There are lot of new concepts to be learnt and requires a lot of dedication. I made it to the end with a very good mark. I started applying in the last semester and even before the final exams, I was able to find not one but two jobs, one of which I had to respectfully decline. The journey was definitely worth it. I started my career with SNC Lavalin. I always wanted to go into Reliability and Safety and this program certainly equipped me to be successful in these fields. A few months later, I was honored with the Bob Cardno award. It is yet again one of the greatest achievement of my career which I thank the PQUAS team and specially Dr. Khan for that. He has truly inspired me and a lot of other students.

I am now working satisfactorily in a major Oil and gas producing company in western Canada. I can now say with pride that indeed Canada is a land of opportunities.



#52 – Mehdi Hasan

Dr. Mozammel Khan; the PQUAS and Significance of My Enrollment

Random Sampling: It is almost a decade and a half (Y-2002); I met Dr. Mozammel Khan at Sheridan Davis Campus and highlighted my overseas skill set in the QC and QA discipline, along with the struggling of getting jobs in equivalent discipline. I even

shared my existing job stress and turbulences, and offered advisory from his end. He was impressed about my openness and encouraged me to continue with my existing job. At this point in time; Dr. Khan explained the importance of continuing education and the PQUAS program which in his views, had potential of harnessing my earned skills with the latest trends of QA and QC requirements aligned with Canadian job market.

Measurement & Analysis (MSA): The program; as named and by default enriched with full essentials of QC. & QA Management and Manufacturing Engineering theoretical approaches, tied with Co-op placements; in order that students can avail of opportunities of transferring gained academic knowledge into respective job place. This is not limited to but extended up to the body of knowledge appearing before the peer certification examinations of American Society for Quality (the ASQ) which are add-ons into entering job market. These are the elements and the key factor of securing success of this program over and over the years. Apart from that it also complements student to achieve individual success in professional life in the field of Quality for Automotive, Chemical Process Industries (CPI), Pharmaceuticals, Software Eng., Aerospace and Marine Craft Manufacturing. **That's all about the Program: Unique, Multipurpose, applicable for Almost Anywhere, Everywhere** within the ambit of Quality Management and administration.

Decision Making Process: My in-depth analysis (MSA) and exposure about the PQUAS (Pls. refer to program) brought me to the point of no return except enrolling to the program ASAP. And as a matter of fact; I decided starting the PQUAS program, commenced on January-2003 and ended on December-03.

Quality -the Secret of Success: I left the Campus as one of the successful recipients of QA (PG) Diploma Certificate in one hand while enjoying full time 'Quality Technician' job in parallel with the same organization offered co-op position. Later on, I have been trusted as a "Quality Control and Assurance Manager". It is really, my dream come true. This could not be happened as if I did not

acknowledge and accept Dr. Khan's message right in the first time and without entering into the program. That said; Dr. Khan and his team reserved the rights to acknowledge and accept all the credentials I have accounted so far.

Communication and Support: In this connection; I am furnishing minutes of the post graduate farewell meeting organized jointly by the QA Alumni and PQUAS department where Dr. Khan in his key note speech conveyed a message to the fresh Graduates as saying; "it's now the time for you, the Graduates, to Enter and Establish your career in the Quality discipline whatever may be the nature of organization, try Empowering Yourself, secure Leadership and let your employer recognize that you're **"Significantly Significant"** for your job and the Businesses as well". Because you're the one who knows about the importance of Quality and how these are to be integrated to the **'Parts Piece Program'** or to the **'Systems itself'**, making them **"FIT FOR USE up to an anticipated level of Satisfaction"** and always try moving forward, advocate and acknowledge **"Changes"**, please do not be paused or look behind. You believe in Quality and achieving Quality means **Minimizing Societal Losses**. And once again, we will not let you down, always here helping you succeed in practical life. This is our commitment to you as your **Leader and Mentor**. Together we (the Team PQUAS and Graduates) will make it happen.

Conformance of Support: Undoubtedly; we always got help and support from Dr. Khan as and when needed in order to meet and exceed our professional challenges.

The Voice of Alumni's: It's my privilege to extend my thanks and gratitude once again to Dr. Mozammel Khan for his intensive research and initiatives in designing a 'Need-Based Program', which broadens the scopes of academic achievements of many individuals, in merging into a successful professional career. And of no wonder, I am amongst one of the fortunate, as a PQUAS Alumni, as Quality Manager always volunteered, put forward my efforts & accountabilities in communicating, conveying and finally stand up

with your message “**You are Significantly Significant**” as a TEAM or as an individual Quality Professional.

Conclusion: Yes! Dr. Khan your message has well been communicated – We are Significantly Significant

Looking forward for your continuous help and support. **May God Bless you.**



#53 -M. Harun

I am one of the few people who knew Dr. Khan since 1968. We studied in the same university and in the same department but he was two years senior to me. I remember him as a very good student and an active member of student movement against Martial Law. Later on he joined the Liberation war in 1971 which created Bangladesh.

In August 1998 when I came to Canada I was looking for an apartment to rent but nobody was willing to rent without a guarantor. Knowing my situation Dr. Khan volunteered to be my guarantor and at that time he discussed the new course to be started from January 1999. Since I had not resigned from my job in Kuwait I could not enroll at that session but I eventually registered for the 3rd batch starting in January 2001.

It was difficult for me to study fulltime in a new system after a long period. However, Dr. Khan and other teachers were very helpful to overcome the situation. As a teacher Dr. Khan was very popular among the students because nobody felt sleepy in his classes, it was always interesting.

The courses were designed for the local industries, especially auto industry. Like me, lot of students were encouraged by Dr. Khan to sit for the ASQ certification exams. In our job whenever

we have any technical problem needing academic help we call Dr. Khan and other teachers for guidance. Even now we also get help from Dr. Khan and others to get jobs.

It is worth mentioning that Dr. Khan is a Human Rights Activist. For the last few decades, on a regular basis, he writes a column on social and political issues.



#54 – Nisarg Shah

Dr. Khan, I am writing my experience with PQUAS program and growing under your guidance at Sheridan College. I feel proud to be a Sheridan QA alumni and I am honoured to get a chance to write a letter in the book being published.

I became interested in making my career in the field of Quality Assurance in 2012 when I was working on my first industrial project as a part of bachelor's in India. Since then, I have worked and trained in the field of Quality Assurance. Before coming to Canada for further studies, I used to work for almost three years in India as a Quality Professional and got introduced to American Society for Quality (ASQ).

I was looking for further education opportunities in Canada, preferably in the field of QA, I contacted the Chair of ASQ Toronto Section regarding the same, and he connected me to alumni of Sheridan QA program. The person explained me all the positive points of the program and directed me straight to the Sheridan QA program headed by Dr. Khan. The curriculum, recommendation by ASQ Toronto member, and a quick conversation with Dr. Khan helped me in finalizing my selection of the Sheridan QA program.

As I was an international student and was spending a handsome amount for a one-year course, I had doubts about the impact of the course and how it would help me build my career here in Canada. I took my doubts to Dr. Khan, and he explained it very well, the subjects, the scope and the outcome of this course. He also connected me with some of the past students of Sheridan QA program who are doing well in the industries.

The program, PQUAS offers many advanced and detailed topics on current industry practices such as Statistical Quality Control, Lean-Six Sigma, ISO 9001 documentation and audits, Design of Experiments, Reliability Engineering, GD & T, etc. All these courses are so well designed that, they align with the latest practices in industries. The professors selected for teaching all these topics are also highly experienced industrialists who practice Quality in their daily life. Not only this, the program offers great co-op opportunities where we can go in the field and can apply our knowledge. The co-op has proved to be a blessing for me, as being a very new person to Canada, it offered a great Canadian experience which is highly required if I am looking for a good job opportunity.

Dr. Khan has also mentored me on each and every phase of the program, whenever I need any help, suggestion or support, Dr. Khan was always there. He, not only mentored me in studies but helped me develop soft skills as well. Dr. Khan always has a real life example to explain the topic being taught, and it correlates so nicely that you understand the concept right away. I recall one instance where I obtained fewer marks on a test than expected, and I asked Dr. Khan for the opportunity to improve, and he called me after the classes and retaught the whole concept.

As I was an ASQ member from India, I joined ASQ Toronto Section as well and started volunteering with the section. Dr. Khan knew this, and he asked me if we can start an ASQ Student Branch in Sheridan College. After consulting particular persons from ASQ

Headquarters and local section, we formed an ASQ Student Club in the Sheridan Student Union. Dr. Khan was the sponsor of the club and helped the whole class to get involved in ASQ activities, where we organized an expert lecture, an ASQ Monthly meeting and an ASQ Networking Meeting at Sheridan College, which helped the whole class in networking with Quality Professionals from various industries.

The co-op program offered me an excellent opportunity of working in the nuclear energy sector in one of the tier 1 suppliers of Ontario Power Generation (OPG) for their Nuclear Power Plants. In this tenure, I got great experience of working in a professional organization as a responsible person for few tasks. This has helped me to understand the Canadian working environment.

Above all, this Quality Assurance-Manufacturing and Management course has contributed to steering my career into core Quality Assurance field. Dr. Khan, being the father of the Quality Assurance program at Sheridan, has helped many students to get into their dream career and even after the retirement he tirelessly puts a lot of effort to continually update the program as per industry practices. As Henry Ford has told, "Quality means doing it right when no one is looking", which was very effectively taught by Dr. Khan and I am fortunate to have Dr. Khan as my Canadian Guru who has helped to shape my career in Canada.



#55 – Vikram Thapa

How I discovered Sheridan

After working for a few years in Delphi and Yamaha, my drive to know more about Quality kept on increasing and that is where I discovered Sheridan.

Sheridan's PQUAS program is one of the few courses in the world where you can get a complete insight of QA/QC, irrespective of any industry.

Online research gave me very few results on focused QA/QC studies. Sheridan was one of the first names that popped up. I went through the course outline, tried to learn more about the faculty and came to know about the strong credentials of Dr. Mozammel Khan.

I made up my mind, applied for the course and within 6 months flew from India on the quest of my QA/QC journey.

Brampton city and campus

Brampton city is quite international with people from all around the globe. The same goes for the Brampton campus, an international campus with students from all round the world, studying and working together for themselves and society's better future. I enjoyed everything about the college starting from my class room, my classmates, Library, Laboratories, Recreational Room, Canteen, Auditorium etc.

Faculty & Course

Dr. Khan composed PQUAS as a well-balanced program with two semesters, and one co-op term that helps you to build a strong foundation for one of the most promising and versatile fields for professionals. The wide range of studies not only helps you build statistical thought processes but also helps you to master the deep concept of Quality Principles.

The handpicked teaching faculty by Mr. Khan created an environment that was highly knowledgeable, and encouraging. Some of the few names of respected teachers were Dr. Khan himself, Mr. Agnishah and Mr. Praveen Goel.

As an international student I also got 20hrs of work permit and a job to take notes under disability department.

Co-op

After finishing my two semesters successfully, I got two job offers, and a one year contract for Co-op.

Today after serving in various industries across diverse fields of Quality for 14yrs, I would like to thank Sheridan, PQUAS and last but not the least I would like to thank Mr. Khan for being a teacher, a coach and above all a friend.



#56- Sandeep Ralhan

My Splendid Experience with Dr. Mozammel Khan and PQUAS Program

Quality Assurance is a systematic process of checking to see whether a product or service being developed is meeting specified requirements. A quality assurance system is said to increase customer confidence and a company's credibility, to improve work processes and efficiency, and to enable a company to better compete with others.

I landed in Canada back in November 2009 as an immigrant with my wife and 18 month old son. With an under-graduate Electrical engineering degree in hand but no insight into the Canadian job market I was soon looking for the survival jobs to keep things rolling. After doing survival jobs for 24 months, I wanted to get back to my profession. I realized that I needed some Canadian education/experience to be a successful professional here. I did some research on available programs for a graduate in Electrical Engineering. Soon I realized that the Quality Assurance – Manufacturing and Management program at Sheridan College, Brampton would work best for me. During my decision making, I met with the program coordinator Dr. Mozammel Khan and felt that I was at the right place. The PQUAS program and especially Dr. Khan had a profound impact on my current professional life. All I

could put in was my time and hard work to bring out the best results. But, the constant encouragement and guidance by Dr. Khan made it a more satisfying experience. Every meeting with Dr. Khan was a new learning experience.

I started my one year program in January 2012. The size of the program made it very easy to make close friends and let professors become more involved with their students. The course curriculum covers a wide variety of areas such as Design of Experiments, Quality Management System, Statistical Quality Control, Auditing, Geometric Dimensioning & Tolerance and Reliability to name some of them. Looking back, it seems that the classes I found the most stimulating and enjoyable were the ones with mathematical part the most. Another great aspect of this program was that, it covered American Society for Quality (ASQ) body of knowledge to a deep extent which gave me insight into the pre-requisites for obtaining ASQ certifications. The best part of this program was the Co-op program which provides us an opportunity to excel in the Job Market. Having 4.0 GPA in the program and being selected for a Co-op position at Mirus International Inc. the very next day when my studies finished was one of the happiest moments after arriving in Canada. Dr. Khan was one of my references and he knew my abilities like a father.

After successfully completing my Co-op, Mirus International Inc., hired me as a Quality Technician. Mirus International is a Canadian company that designs and develops world class power quality improvement products for mission critical operations. With my Electrical Engineering degree and Quality Assurance Graduate Certificate I could do full justice to my job duties. Within the next few months, I attained 4 ASQ certifications (CQT, CQE, CSSGB and CQA). After a couple of months, I got promoted to Quality Lead. Currently I am working as a Quality Engineer in the same company. I have seen excellent career growth since my graduation.

I feel immense pleasure to share a proud moment of my professional life. ASQ-Toronto section awarded me a multi-certification award in December 2014. My happiness doubled as

this award was given to me in the presence of Dr. Khan. I still remember the gentle smile he gave me, with a proud feeling of satisfaction seeing his student being awarded. He is one such professor who is a constant guiding force in my life.

The PQUAS program is well defined to give us enough knowledge base on Quality Assurance to be implemented in industry and make us technically sound to compete with the growing needs of the job market. Moreover being a co-op program it helps all individuals to get the real world scenario and learn technology deeper.

I would like to end this by saying that, if I am successful, it is because somewhere, sometime, someone gave me guidance that started me in the right direction and that someone is Dr. Khan. I am a success today because I had Dr. Khan as my mentor and I didn't have the heart to let him down.



#57 – Matt Liang

When I first moved to Canada as a new immigrant, I was struggling to find the right path to leverage my knowledge and demonstrate my skills to establish a new career in this country. My English looked good 'on paper', but it was nowhere near the level required to succeed in the 'real world'. The jargon I learnt in Chinese was not useful anymore to help me succeed in interviews and the language training I received was nothing but generic and conversational skills. I was looking for good ideas where to start.

I knew going back to school was an option, but after a first glance at many programs in the Toronto surrounding areas I did not feel like any of them were suitable. On one hand, good university degrees generally required 4 years of study towards a degree which I already had from overseas, on the other hand, certain college programs simply looked too shallow. With further research I found

some interesting master level degree programs; however, they would take longer than I wanted to commit to, required higher tuition fees, and some mandatory courses were too academic for me. Honestly, I just needed a stepping stone into a job.

One of my friends who had similar background recommended Sheridan College. I found the PQUAS program online and felt it might be a good fit so I called and then was invited to meet with Dr. Khan for a meeting to gauge interest.

It did not take more than a few seconds during my first meeting with Dr. Khan before I felt his keen interest in his students and his passion for what he does. He warmly welcomed me and clarified my questions. After assessing the evidence of my past education history, he made the decision to accept me into the program on the spot. I was enlightened by his professionalism, and clarity in execution and gut feelings told me that I should join his program. So I did.

Now that many years have passed and I can say that I was ever so grateful to have given an opportunity to work with such a professor. When I reflect on my experience of the PQUAS program, the first thing that came to my mind was that Dr. Khan's profound knowledge in engineering and quality management coupled with his methods to explain complex ideas into simple words translated into a truly amazing learning experience for me. His authenticity, humbleness, and giving attitude was infectious.

The program helped me successfully land a job as an ERP system analyst in the manufacturing industry in the Greater Toronto area. Three years after, I obtained a master degree at New York University and transitioned my career into technology audit in the investment banking industry until today. I am currently assistant vice president at JP Morgan Chase. The skills and knowledge I gained from the PQUAS program including quality management, statistical thinking and execution with clarity helped me along the way.

In summary, it goes without saying that would highly recommend Dr. Khan, and the PQUAS program for people with a similar background as mine.



#58 – Vivek Patel

I respect Dr. Khan for his ability to set and help achieve a goal that is higher than set by every student.

He is the first teacher in my life (apart from my parent) to teach from heart. I am proud to say that I studied under his guidance. Best was his DOE class. I was born in India, where teachers are revered as gods, reaffirming our belief in the saying 'Acharya Devobhava ('The teacher is equivalent to God'). Dr. Khan is gracious, has clarity of thought and the ability to explain even difficult subjects to his students in a simple manner. He is patient like the earth; gentle like a flower; stable like a mountain. He has balance of mind, and he is like a weighing scale, in the sense that he tilts on the side of justice.

My profession is Business Intelligence. Because of the PQUAS program I am more effective than the rest in this profession. I can proactively suggest/show options to make better business decisions, as opposed to a reactive approach common to most businesses decisions.

Thanks Dr. Khan for guiding me for during PQUAS program and for shaping my life thereafter. If there is an opportunity, I would love to see you again.



#59 - Shobha Anne Vincent, ASQ CQE

This letter is to give a brief overview on my experiences with the exceptional and phenomenal one of a kind professor, Dr. Khan and the PQUAS program. This course is a great opportunity for students looking forward to excel in the field of Quality Assurance and Manufacturing Management.

I came to Canada as a student in 2012 and joined PQUAS program from January 2012. I applied this program looking at the course curriculum from the Sheridan website which gave me the confidence to go ahead and apply because of the technical subjects and the Canadian quality assurance job markets I researched before applying to this course. I still remember the very first day Dr. Khan arrived to our class and gave us the assurance that our selection was the turning point in our careers. This is a reality now in my life with a wonderful job I currently hold, where I can hone my skills with the knowledge learned from this PQUAS program. I have successfully passed the prestigious ASQ CQE exam for which this course provided an in-depth coverage of materials that appear in the examination.

Coming to Canada with a student permit and enrolling in a 1 year program is definitely a risky option for an individual because they have to find a full time job within 1 year in the field of study. But I can confidently say from my experience, that this program and the entire highly qualified faculty will guide the students in the right path which will help them to get job and realize that the decision to join this course is in reality a stepping stone to success. The real time Canadian industry experiences they share with the students is something that we can take away with us that will help in all our future paths.

Dr. Khan is truly an inspiration to all of us. The first characteristic I would say is his humility and leadership skills. He is a person who listens carefully, compliments, and magnifies the strengths of his students and guides us through. As the saying goes, true leaders don't create followers, but they create more leaders. I must say I am privileged to be one of his students whose skills has been sharpened and I am a leader in the industry I work in.

The curriculum for this PQUAS program is a well-defined one with proper linkages to all subjects and aligned to the current Canadian market standards. Subjects like Statistical Quality Control, Reliability, Measurements and Testing, Audits and Design of Experiment have helped me throughout my work life, and I recognize the principles and knowledge shared by the faculty in almost every day of my work life. In fact I have some precious notes of auditing in my work desk which I refer to when in doubt and while I travel around for audits.

To sum up my experience and take away from this program and Dr. Khan, I must say this is a worthwhile investment where the return would be a positive impact to your career.



#60 – Harmeet Aneja

I came to Canada on a study permit in 2004. I had a Mechanical Engineering degree from India with 2yrs of work experience in the automobile industry and a passion for cars. I chose the Quality Assurance Manufacturing and Management course at Sheridan College Davis Campus since I always wanted to pursue my career in the Automobile industry and this program has all the required subjects needed in a manufacturing company such as Quality Planning, Quality Assurance, Quality Control, FMEA, APQP, Statistics analysis, Geometric Dimensioning and tolerance, ISO certifications etc.

There is also a very good aspect of this program that it has Co-op between two semesters. I was really lucky to get a placement in top company like Magna international through my co-op program which further helped me to get full-time job at Magna International as a Quality Engineer after my completion of study

I still remember during my job interview at Magna the Manager asked me if I had any knowledge in FMEA, APQP. During my study at Sheridan College I did a project work on FMEA and APQP and I was fully aware of that which really helped me in getting a job.

Dr. Khan is a very learned teacher with a lot of experience, his way of teaching is more practical and he often indulges the class in group discussions to clear concepts.

Dr. Khan and other fellow teachers always gave me good references and guidance whenever needed.

I continued my employment for a couple of years as a Quality Engineer and currently I am one of the Directors in our own business named *Cellularshack* where we bring Cellphones and related technology to the Canadian Market. We launch new products into the Canadian market from different parts of the World keeping in mind Quality and Reliability as top priority.

At the end I would say that even though I don't work in a manufacturing company currently, I still use my quality principles in our company that I learnt at Sheridan College.

Quality can be implemented in each and every field. I feel grateful to share my experience



#61 – Moses O. Ajetunmobi

Moses O. Ajetunmobi, M Sc., CQE (Batch 2017)
Field Optimization Engineer
NOV Wellbore Technologies
ReedHycalog | Dynamic Drilling Solutions

As a newcomer to Canada and an Alumni of Sheridan College (Faculty of Applied Science and Technology), I was privileged to be taught, inspired and mentored by Dr. Khan. He is a driven, organized, helpful, enthusiastic, compassionate and genuine professor who develops inspiring relationships with his students.

Dr. Khan has always been driven to help develop his students' technical and communication skills. He encourages his students to work hard and aim for nothing but the best in every aspect of their lives. He has personally inspired and influenced me to graduate with honors in my Quality Assurance Manufacturing Management program at Sheridan College. He also played a major role in the process of me obtaining my America Society for Quality (ASQ) Certified Quality Engineer (CQE) certification.

Professor Khan has a wonderful rapport with people of all ages and backgrounds, especially newcomers to Canada. His ability to connect with his students and his talent at teaching simple concepts, as well as more advanced topics, are both truly superior. He has a great sense of humor and he also has excellent written and verbal communication skills with both colleagues and students.

Dr. Khan is an outstanding person. He is a "pillar of strength" and a "beacon of hope".



#62 – Misjudeen Raji

One of the major challenges faced by new immigrants to Canada is finding a job that matches their experience and qualifications. This is particularly so for professionals who have attended higher education abroad, and perhaps also gained years of experience in their chosen fields of endeavor. This challenge is further heightened by the unspoken, yet self-evident, requirement that one must have the so-called “Canadian Experience” before finding a job in corporate Canada. I truly believe that the Quality Assurance and Manufacturing Management program (PQUAS), established by Dr. Mozammel Khan at Sheridan college, is indeed one of the most viable routes through which foreign-trained professionals (as well as fresh graduates within Canada) can shorten the time it takes to find suitable jobs in Canada. This is because it integrates well thought-out subject matters in such industry-relevant field as Quality Assurance with experiential opportunities in the form of co-ops.

I personally feel fortunate to have been a part of the program in many ways. I learned a great deal about quality concepts from the 7th Quality Guru (that’s what we called Dr. Khan) himself and many of the highly experienced and knowledgeable faculty members in the program. Dr. Khan himself is an ocean of knowledge in this field and his co-faculties in this program were all practitioners with huge wealth of experience which they brought to bear in the delivery of their lectures.

One more unforgettable reason I feel fortunate to have been a part of PQUAS is that I was literally the last student admitted in my cohort of 2018 as I could not get all paperwork in before the admission closed. It was very kind of Dr. Khan to approve an

expedited review of my resume and educational qualifications and allow me into the program. I am truly grateful for this because missing that admission would have meant waiting a whole year for the next cohort or going to a different program entirely (which I wasn't prepared to do, having thoroughly compared and contrasted similar programs within the city and environs).

In conclusion, I believe taking this program was one of the best decisions I made in 2018. Not only did the program expose me to vital concepts in the field of quality that I theretofore didn't know, it also challenged me rigorously and allowed me to push myself to continuously learn and improve. And that, I believe, is what Quality is all about – continual improvement.



#63 – Melwyn Castelino

I take this opportunity to share my experience with Dr. Mozammel Khan, Professor of Quality Assurance at Sheridan College. It was my privilege to undergo the teachings of Dr. Khan over three fulltime courses during the 2018 school year. Through my expansive journey of academia, I have never before met a professor quite like him.

A Quality Guru in his own time, Dr. Khan has never ceased to amaze me. Competence is an understatement when speaking of Dr. Khan's capabilities as an educator. There appears to be an infinite set of tools in his arsenal, which can perfectly match the needs and requirements of any person, whether it be student or colleague. He has exceeded the highest expectations of my own, and many of my class peers.

The daily sacrifices Dr. Khan makes, provides students like me, with the education that carves the path to a future of success. It is through this selflessness, by helping others achieve their

greatness, Dr. Khan has achieved his own. I am lucky to consider Dr. Khan a friend. Any of my future accomplishments would not be possible without the dedicated love and guidance this man has freely extended.

I feel endless gratefulness to have partaken in Dr. Khan's quality assurance program. To be taught by the man himself, has been the greatest privilege of all. You feel at home when you are in a class with Dr. Khan. This is true whether you are new to Canada, or call it your native land. The environment he creates provides a sense of community, which you will never forget. By getting to know each student on a personal level, he assists in building the confidence that is developed through meaningful relationship. The trifecta of knowledge, wisdom, and intelligence make him the most effective teacher I have ever studied under. I will carry his teachings with me, applying them throughout the course of my life.



#64 – Jayaganth Adhula

I feel honored to write about Dr. Mozammel Khan, an Outstanding Educator. I was his student at Sheridan in Quality Assurance Manufacturing and Management 2017 Batch. My life changed for the better as I got a chance to meet Dr. Mozammel Khan at Open house in Sheridan.

Being a new comer and working as a general laborer I was desperate to find a course that will help me to find a job in my own field. I was looking for different courses with limited budget and time I have to make the right choice. Unlike others, he took his time in knowing about my academic background and job preferences to help me decide whether the course is the right one. He even provided references of his previous students, so that I could make an informed decision. Meeting him and knowing about Quality Assurance - Manufacturing and Management is a turning point in my life.

The course, faculties as well as Coop helped me to great extent in securing a job in my own field and Dr. Mozammel Khan is the first person I want to thank with my whole heart. Being in the field of Quality, I could see how courses are designed to cater to the demands of the industry and provides an edge to Sheridan graduates over others.

There is a saying that by Einstein "Education is what remains after one has forgotten everything that he has learned in school". I may not remember most of my course materials but I still remember basics from Statistical Process Control and Design of Experiments which helped me in acing the interview. One of the interview question was about process capability and the first image in my mind is that of the vehicle and gate depicting Cp and Cpk. Another was about Control Charts and Dr. Khan's words were ringing in my ears about how can we understand whether it's a made up data, whether the process is stable, whether it's shifting, natural cause, special causes etc. I was amazed that how well Dr. Khan imprinted these concepts in our mind.

Dr. Khan is one of the greatest teacher who not only concentrated in academics, but also cared students to the great extent. I still remember how he helped us with the course Quality Planning. He is not only a great educator and mentor but also a wonderful human being who act as "Hand of God" in many people's life.



#65 – Devika Ganga Deyal

I feel honored to write about Dr. Mozammel Khan, an Outstanding Educator. I was his student at Sheridan in Quality Assurance Manufacturing and Management 2017 Batch. My life changed for the better as I got a chance to meet Dr. Mozammel Khan at Open house in Sheridan.

Being a new comer and working as a general laborer I was desperate to find a course that will help me to find a job in my own field. I was looking for different courses with limited budget and time I have to make the right choice. Unlike others, he took his time in knowing about my academic background and job preferences to help me decide whether the course is the right one. He even provided references of his previous students, so that I could make an informed decision. Meeting him and knowing about Quality Assurance - Manufacturing and Management is a turning point in my life.

The course, faculties as well as Coop helped me to great extent in securing a job in my own field and Dr. Mozammel Khan is the first person I want to thank with my whole heart. Being in the field of Quality, I could see how courses are designed to cater to the demands of the industry and provides an edge to Sheridan graduates over others.

There is a saying that by Einstein "Education is what remains after one has forgotten everything that he has learned in school". I may not remember most of my course materials but I still remember basics from Statistical Process Control and Design of Experiments which helped me in acing the interview. One of the interview question was about process capability and the first image in my mind is that of the vehicle and gate depicting C_p and C_{pk} . Another was about Control Charts and Dr. Khan's words were ringing in my ears about how can we understand whether it's a made up data, whether the process is stable, whether it's shifting, natural cause, special causes etc. I was amazed that how well Dr. Khan imprinted these concepts in our mind.

Dr. Khan is one of the greatest teacher who not only concentrated in academics, but also cared students to the great extent. I still remember how he helped us with the course Quality Planning. He is not only a great educator and mentor but also a wonderful human being who act as "Hand of God" in many people's life.



#66 – Deepak Sharma

First of all, thank you Dr. Mozammel Khan for being YOU! Thank you for being the first one here in Canada that I run to when I need advice. About spiritual guiding, you provided me a lot during the class and after the class. I was so amazed that how a person can have that much knowledge of all religions. Thank you for always being there. Thank you for all the laughs! Most importantly, thank you for loving me for me and encouraging me to have a girlfriend. I will look forward to this.

You were not only a professor but also a good friend. What makes being friends with you is that not only could I look up to you whenever it's needed but, I could ask for advice when things get rough. How cool would that be if you could ask for help from your professor at any time? I mean, it's worth a shot.

To reveal Dr. Khan, I would use few words like:

- So down to earth
- Very funny and genuine
- Honest with integrity
- Kind-hearted
- Self-controlled

And if the list goes on to infinity, Dr. Khan is the man who knew infinity (like Ramanujan). That's how I describe Dr. Khan.

I cannot explain how much I have learned from Dr. Khan not only about knowledge but also how to be nice human being or being human. I still remember the first day, he told me Mr. Sharma, you look like a smart person, stress on the word Looks like! However, after completing the semester, I think I am the smartest person because of the knowledge I got. He told us Quality is not only you

have to maintain in the products but we need to maintain in the human beings too because we are the products of GOD.

I got permanently hired by the company just by spreading the knowledge I got from the creator of this course program, that is one and only Dr. Khan. His knowledgeable and experienced stories will give you the taste of the life. Never feel bored whenever he is telling you something because there is always a hidden lesson in his stories. The smartest person can feel it and get it. Now, you have to decide you are the smartest one or not. So, all the best to all the quality professionals.

I have written a definition of Quality inspired by him:

Quality is something like INTEGRITY that you have to maintain whether it's visible to anyone or not.



#67 – Michael Couture, B.Eng.

Engineering Researcher

I take this opportunity to share my experience with Dr. Mozammel Khan, Professor of Quality Assurance at Sheridan College. It was my privilege to undergo the teachings of Dr. Khan over three fulltime courses during the 2018 school year. Through my expansive journey of academia, I have never before met a professor quite like him.

A Quality Guru in his own time, Dr. Khan has never ceased to amaze me. Competence is an understatement when speaking of Dr. Khan's capabilities as an educator. There appears to be an infinite set of tools in his arsenal, which can perfectly match the needs and requirements of any person, whether it be student or colleague. He has exceeded the highest expectations of my own, and many of my class peers.

The daily sacrifices Dr. Khan makes, provides students like me, with the education that carves the path to a future of success. It is through this selflessness, by helping others achieve their greatness, Dr. Khan has achieved his own. I am lucky to consider Dr. Khan a friend. Any of my future accomplishments would not be possible without the dedicated love and guidance this man has freely extended.

I feel endless gratefulness to have partaken in Dr. Khan's quality assurance program. To be taught by the man himself, has been the greatest privilege of all. You feel at home when you are in a class with Dr. Khan. This is true whether you are new to Canada, or call it your native land. The environment he creates provides a sense of community, which you will never forget. By getting to know each student on a personal level, he assists in building the confidence that is developed through meaningful relationship. The trifecta of knowledge, wisdom, and intelligence make him the most effective teacher I have ever studied under. I will carry his teachings with me, applying them throughout the course of my life.



**Chapter 4 – A Conversation between Dr. Mozammel Khan
And Dr. Iain McNab (Dean of Faculty of Applied Sciences and
Technology)**

Interview conducted on Friday, March 10, 2017

I. McNab: Mozammel, please could you tell me the origins of the Sheridan post-graduate certificate in Quality Assurance Manufacturing and Management?

M. Khan: Okay, then first let me tell you know how I came to the field of quality in the first place.

In my days as a student there was no such thing as quality. It was never taught formally at school. In fact, when I was completing my

undergraduate or Master's or PhD, there was no subject of quality. So let's go back a little bit. I finished my undergraduate degree in mechanical engineering in Bangladesh, that was in 1972 and then in 1973 I got a Ford Foundation scholarship which was the result of a full competition from the whole country and I was selected by two Americans representing Ford Foundation—who went to Bangladesh and interviewed me. That enabled me to go to Cornell University. The condition was that although coursework was done in Cornell my research work was done in the Philippines in an “appropriate technology”. So this was really a combined kind of program.

So, you know I went to Cornell, I finished my course work and then I went to the Philippines and I did my research on windmills. Actually, I designed a vertical axis windmill, which was originally designed in 1920's by a Finish Engineer by the name of Savonius. But because of its low efficiency, it was not popular. The main purpose of my design was to generate power in low cost and high efficiency. At that time (1974) there was an oil embargo by the Arab countries and there was a huge energy crisis in the whole world.

I. McNab: Yes, I remember it. The lights were not on in England all of the time in 1974.

M. Khan: Exactly. So that was a terrible time in the whole world. People were looking for alternate sources of energy. And therefore the Foundation asked me if there was anything I could do in mitigating the suffering of human beings in the world. That led me to conduct research on windmills and I was very fortunate that I came up with a new design of windmill that was published first in England in a wind engineering journal, and then it was again published in Harvard University and it was patented by NASA. It was subsequently manufactured by a Japanese wind power generator company for commercial purposes.

I. McNab: Okay. Is it still in manufacture?

M. Khan: Yes.

I. McNab: Wow.

M. Khan: it is still in manufacture and also, in the Philippines, what I did in addition to the windmill, I designed a pump. A pump which is a very low cost pump. So this was a very new kind of pump. It is called a tubular centrifugal pump. It is directly connected to the windmill.

I. McNab: Yes.

M. Khan: and that pump is be able to lift water from around 10 to 12 feet depth for rice irrigation in the Philippines, where as you know there were still a lot of rice fields.

I. McNab: So this was the appropriate technology?

M. Khan: The appropriate technology at the time, yes.

I. McNab: And how big are the windmills? Physically, how big are they?

M. Khan. Okay, they are not very big. In fact, my main purpose was to make it low cost. You know that 44 gallon oil drum?

I. McNab: Yes.

M. Khan: You could cut one of them into 2 pieces. In fact using 2 of them we get four pieces and they generate two offset semi-cylinders that are 2 oil-drum's high. So at 90 degrees, the blade of a windmill has been formed.

I. McNab: Yes, I understand – each pair of halves created an “S-shape” for the wind and therefore rotation about a central shaft, with the top and the bottom offset by 90 degrees, so in any wind at all, no matter in which direction it is coming from, a torque will be produced.

M. Khan: Right. So one of the purposes was to make it low cost so poor people could have food to eat through help in irrigation. The Japanese manufacturers accepted my theory because they were

researching the design and they thought my design was the most efficient of that kind of windmill—that was the reason they accepted the design, and they wrote to me informing me that they were moving into production.

M. Khan: So they wrote to me and I went over there. So after finishing my Masters at Cornell, I then got an assistantship to go to the University of Illinois at Urbana Champaign.

At UI at that time was a two-time Nobel laureate, only person in the world who got the Nobel Prize twice on the same subject, in Physics, Dr. John Bardeen. Once he got Nobel Prize for invention of transistor in 1956 and again in 1972 for fundamental theory of conventional superconductivity known as the BCS theory. He was a professor of physics but the physics department was part of the engineering school then and so I had the opportunity to see him and to listen to his lectures. Because anywhere he'd be giving a public lecture everybody would be flocking over to see him.

Anyway, so while I was at Cornell I took a course which was called "Design of an Experiment". The father of this course was Sir Ronald Fisher, an Englishman. So he developed this course around 1920's. But that was mainly in the application of the growing of wheat in England. So that course was really designed for agricultural - experimentation. Then that idea was taken by another Englishman who eventually became a professor in Wisconsin, G E P Box (who, incidentally also married Fisher's daughter). Box introduced this course in industrial experimentation in the field of quality when he came to the University of Wisconsin-Madison. Since then he became a quality guru.

This process of industrial experimentation, which was widely accepted in the medical research field, like manufacturing drugs and stuff like that. After G E P Box introduced that to the industrial arena, another quality guru, he is Japanese; his name is Genichi Taguchi, so he developed something which is over and above the classical experimental design—it is called robust design.

Now robust design really applied directly to the field of quality—that you should design a product whose performance should be

least affected by the variation of uncontrollable factors (any factors that we have no control over like humidity and falls and things like that). So robust design became popular worldwide in the 70s.

Anyways, after that I went to Illinois and there were no courses or emphasis on quality. Nothing.

I finished my PhD in applied mechanics. And immediately after that I got a job at Princeton. I went there and then, this was a very revolutionary stage in my career—I got a very high paying job in Iraq. It was three times more salary than at Princeton.

I. McNab: So you almost had to leave Princeton!

M. Khan: I was not married at the time. If my wife had been with me she would never have let me do that.

M. Khan: So I went to Iraq and subsequently to Kuwait. In Kuwait I was mostly doing research. In Iraq I was mostly doing teaching. But there was still no subject of Quality in my coursework or research. So then, all of a sudden, in 1990, Kuwait was occupied by Iraq and I became jobless and I had to leave the country; everybody had to leave. And then I went to Singapore, just for a visit. After the visit I intended to return to Bangladesh. But within 2 or 3 days I got a job as a faculty in Singapore and that was at Ngee Ann Polytechnic. It was a big polytechnic with 175 faculty members in the mechanical department alone.

I. McNab: That was a big institution.

M. Khan: Right. Over the years I had thought that I should do something different so that I could make my mark. So there was another gentleman, Cheong Mun Sang, who came to me one day and said “Do you know anything about quality?” I said “what do you want to know?” and I said that I know design of experiments and he said that will help. So he said “Join me and let’s establish a Centre for Quality”.

Cheong Mun Sang really took me into his group and then he said that we want to establish a Centre for Quality but there was a lot of manufacturing and industrial consulting work in Singapore because Singapore is a very industrial country, you know?

I. McNab: Right. Tiny but very industrial, yes.

M. Khan: So Cheong Mun Sang said “You can do something on experimental design, but if you know something about the Taguchi Method, that would help.”

So at that time I self-learned the Taguchi method and then we became a famous consulting **team** in Singapore. Every industry was inviting us. Even in one year I reached the limit of additional allowed salary, that we could add \$60,000-70,000 extra through consulting work.

And then, Cheong Mun Sang and I submitted a proposal to the government that we should establish a Centre for Quality in Singapore. This was innovative, it was the first time a Centre for Quality was established in Southeast Asia. The government gave us \$17 million dollars to fund the project.

Then we established the Centre for Quality and then there, at the Centre for Quality, we developed a program and I think it was a two year diploma program in quality.

I. McNab: Does the Centre for Quality that you developed still exist Mozammel?

M. Khan: It was still there. In fact when I left it was announced as the best center in Southeast Asia and it got ISO 9000 certification but you know, recently, I do not know if it is still there. I have to dig in.

So at that time I became the second in command at the Centre for Quality in Singapore. I totally shifted from Mechanical Engineering to Quality.

I have a very good anecdote about Taguchi! So already, I wrote a number of papers after self-learning the Taguchi method. Once there was a conference on Quality in Singapore, and we invited Taguchi as a key speaker so he came over there and I met him in the hotel and I said: “. Dr. Taguchi, I wrote a number of papers about your method. I want to discuss this with you.” The papers had already been published in Singapore (I give these papers to

my students now). So then Taguchi told me “Okay, give me the paper. I’ll read it tonight. Tomorrow let us meet for breakfast.”

So the following morning I went to the hotel and I met with him. The first thing he did— he told me “Dr. Khan, you know my method better than me.” The reason he told me that was because I wrote that paper in very lucid English which he was able to understand and he appreciated that. So I was very fortunate to meet a person like him. Anyway, I was there, after establishing the Centre for Quality, for a further two years. Singapore was very generous to me; after six months they invited me to become a citizen of the country and then I became a citizen of the country.

I. McNab: How generous was their citizenship? Are you still a citizen of Singapore?

M. Khan: I was a citizen until 5 years ago but then I wanted to bring my provident fund money to Canada.

I. McNab: Okay (both laugh).

M. Khan: Because they are so good, you know, I always tell this story to my students, that, you know, I said “The Singapore government didn’t pay me anything for this endorsement, but I’m telling you in gratitude to them for how they treated me because giving a six-figure job to a visitor in 5 to 6 hours is no joke. They said “No, don’t worry. We won’t take you through the bureaucratic process or anything like that. If we find you suitable, you’ll get the job. So they gave me a job in one day.”

I. McNab: That’s amazing.

M. Khan: Yes! It’s amazing. So when I left there I was very sad. At that time the Minister of Education, who had a PhD in physics from MIT, he called me and said “Dr. Khan, is there anything we can do to change your mind?” and I said “No Dr. Teng, You are so kind that you called...” I didn’t expect a call from the minister “...and you have money. You can get people to come from all over the world. But you are so nice for calling me. So kind. You know, I’m grateful but I am leaving Singapore and I have no grievances

and I am grateful and I will mention Singapore with gratitude for all my life because during my time of need you gave me a job in 24 hours.” Anyway, I learned quality and a few other things when I was running the Centre. I was the second in command at the Centre for Quality in Singapore. Then I came to Canada. Canada and the western world in general was going through a deep recession at that time.

I. McNab: What year was that?

M. Khan: 1993.

Yes, I came here—I had intended to arrive in 1993 but I actually came finally in 1994. It was a personal thing; a condition from my wife; that I get a job. Only then will I go. Otherwise I will not leave my job.

I. McNab: Ah, smart lady.

M. Khan: Yes, she is. So then I came to Canada in 1994 and then I was going to different universities to find jobs but the economy was terrible. You cannot extrapolate. There was no job in Tim Hortons. There was no job in McDonald’s. Employment conditions were terrible. So when I went to universities, they said “No, we have no positions.” So then I came to Sheridan. I met the Dean. He was such a nice gentleman.

I. McNab: Who was the Dean at that time?

M. Khan: Gord Lelonde. I met him and he was such a kind person. He said “Okay, we have a sessional position. You will work 12-14 hours and get this much salary and so on.” I said that “I cannot come for a sessional position; we emigrated from another country to here so can you promise anything that after sessional you will absorb me?” He said that it was almost impossible. Then he went through my resume really critically and he said “You attended the University of Illinois at Urbana-Champaign?” I said yes and he said “Okay, come back to me after 3 days.” So he talked to the Vice-President Academic, Mr. Brown, I still remember, and he

came back to me and said “Yes, he agreed and there is a position posted we created for you. There should not be a problem.”

So I left my job in Singapore. I came to Canada and joined Sheridan August of 1994. Now at Sheridan I was teaching Mechanical Engineering —almost everything because the department was so small, so I was teaching almost all the subjects. And there was another gentleman who I should mention. He is an Englishman, John Salisbury. Have you met him?

I. McNab: Ah, no. I have not met him.

M. Khan: He helped me. He was the coordinator of the mechanical program. He is still a great friend of mine. He lives in Niagara on the Lake and he comes to the Christmas celebration and we are very good friends. So then, anyway, he helped me and in 1996, the bad time came; in the sense that there was a government in Ontario led by Mike Harris and he thought we don't need education so there was a lot of laying off going on at different colleges. I was the most junior faculty member in the Engineering school, so if there was to be a layoff I should have been the first person to go. Then, Gord Lelonde called and said “Dr. Khan, I don't want to lose you. Can you do something that other people cannot do?” I said “Sure I can do that” and then the opportunity came. Since there was a lot of unemployment, the federal government of Canada, I don't recollect the name of the program, but they made available money for retraining people.

And at that time, there was another individual who I remember with full gratitude—Bill Costigane. He is a wonderful person. A wonderful person.

I. McNab: I think we, Senate, elected him as a Sheridan Professor Emeritus last year.

M. Khan: Yes; and he deserved it. So at that time he developed a short program in environmental control to retrain those unemployed people. The government was giving generous funding if you submitted a reasonable proposal. So Bill Costigane had developed a crash program and he was getting money from

the federal government. Bill said “Why don’t you develop a quality program? A crash program like this?” I said “That’s a good idea”. So what I did, I talked to Gord and said “I think I can develop something and I can submit it to the government.” So I developed a 15 day 8 hours per day course on ISO/QS9000 Quality Training program and it was approved by the government ministry, like federal government, right? And then I went to STC and over there we established something called the “Sheridan Quality Institute”. We ran this program 8 times.

I was reporting to Gord Lelonde, I was using the facilities at STC, but I was not part of that school. And then at the same time I made some arrangement with a company by the name of Global Quality Institute in offering ISO/QS9000 Lead Auditor quality training program at STC. I made some arrangements with them that Sheridan will market the program and they will conduct that certification course at Sheridan at STC but that we would share the profit. The course ran for one year and we generated a revenue of one million dollars. Okay. So then Gord Lelonde told me “Okay, do something...” I think it was Gord or Bill, one of those... “Do something permanent.”

The idea was to build something sustainable. That was when I developed the first program—it was a two year diploma program but with the name “*Quality Assurance Engineering & Management*”. Also I developed Quality Management Program that ran through in continuing education as an evening program; 7 courses that students could take at their convenience. So the evening program was running. It was a highly successful program and then I submitted this 2 year diploma program to the ministry and it was approved. That was in 1997. However, Sheridan management thought that high school students would be too immature for this program.

I. McNab: I can understand that. The Quality concepts are quite complex.

M. Khan: Yeah. So then they told me “Why don’t you develop a postgraduate program?”

I. McNab: So did the 2 year diploma program ever run?

M. Khan: No.

I. McNab: No, it didn't?

M. Khan: No, not at all.

I. McNab: So you developed it but...

M. Khan: I developed it but it never ran. And the gambit was this. You know that. So then they said "Why don't you develop a postgraduate program." And in front of us now is that original proposal that was signed by Sheridan's president on October 30, 1998. In fact, Gord Lelonde took me to the Board of Governors meeting for final approval and he introduced me to the Board of Governors as if I was a quality guru.

I. McNab: Okay, well that's true.

M. Khan: So, anyways they approved it immediately and it went to the Ministry and it was lying at the Ministry and it appeared that they were not taking action on it. So Bill and I went to the ministry and he asked them, "Why is the proposal not moving?" and they said "We have some questions."

M. Khan: Okay, so there we were at the Ministry. And then, by the way, I have the advantage that I know about the British and the American system of education. The Ministry had some questions about British English / education and so I explained to them the difference that in the British system such a course is called "postgraduate" while in America such a course is called a graduate program.

M. Khan: Okay, so, who is taking the...

I. McNab: Was there that confusion? Good grief.

M. Khan: Yes. So then they had a problem with the word engineering...

I. McNab: Yes?

M. Khan: The Ministry people said “To use the word engineering, don’t you need to get permission from Professional Engineers Ontario?”

I. McNab: Right.

M. Khan: So Bill said “Okay, what word would you like me to use in place of Engineering?” They said “How about manufacturing?” I said “No problem!” That is how the graduate certificate program came to be called “*Quality Assurance Manufacturing & Management*”. So Bill changed the title to use “manufacturing” and the Ministry said they would approve it that day. They approved the program immediately because of all the research we had done sending letters to different companies and garnishing support.

I. McNab: Absolutely. Yes, as we do right now when we develop new programs.

M. Khan: Okay, and that was the first Quality program in Ontario. So that was a little challenge but I was very happy and very fortunate that all these industry people said that this program was needed.

Also, the American Society for Quality (ASQ) - Canadian Section, they helped us to develop the program. They became PAC members and they also maintained that formal education was needed in quality.

We decided, from the beginning, that we should not take more than 30-35 students. Because we didn’t know the market. Okay, another thing I should mention that it was really people that really invoked me to develop this program. At that time, after 1993, after the liberal government came to power here. There were a lot of immigrants coming here from Asian countries. With high skills and degrees, right?

I. McNab: But they didn’t have that magical Canadian experience and qualifications.

M. Khan: Nothing. And so no jobs. Right?

I. McNab: Right.

M. Khan: So at that time, I and a few other colleagues of mine, we founded the association called “The Association of Bangladeshi Engineers of Ontario” (ABEO) to help the newly arrived engineers to get absorbed into the Canadian job market. I was the president for that organization for 6 years, and its membership was 400 to 500 engineers and most of them were not getting a job so that really gave me the idea that I should develop a program that they could use to transition into Canadian employment.

And also I, when I presented it, I tried to justify that these people should be absorbed in the Canadian market. So that was another, like a reason that came to my mind, that these people with a **short** education and another thing that they don’t have Canadian experience so that this program must have a co-op component.

So the first intake was the main challenge and there was a lady who is still here and I would like to compliment her—Judy McKinnon. She is in the Student Services now. So she was placed, was also a temporary employee for co-op and worked very hard and successfully to place our first students.

So I interviewed every candidate, like those who came, for two reasons. First, I should tell them that this is a challenge the first time I developed the program, so, I don’t know, I don’t want to paint a rosy picture for you. Don’t think that, you know, as soon as you come here, you will get a job, because I don’t have a magic wand in my hand. So that there are two reasons; one, I want to see you that they will be qualified, that they will be able to go through the program. The second is if it will benefit them, okay? So I will take an anecdote, okay, like, they want a student from Pakistan. See, I interviewed, he was a mechanical engineering student from Pakistan so I asked him “Do you have a job?” He said “Yes, sir.” I said “Then don’t leave it because I don’t know what is going to happen.” But then I asked “What kind of job do you have?” He said “Security guard” and I said “Then you can

leave it because you can get it any time” and now to make my story short, this man is now making \$300,000.

Now, another Bangladeshi chap, he came to me. He came to know my name from Bangladesh. He came to my house in Mississauga, taking 3 or 4 buses, living on welfare. I ask him also—he joined and on Sunday, he called me—he is earning \$450,000 US dollars.

I. McNab: Okay, so these are no longer poor people.

Yes, no longer poor. And now he says, “Sir, I don’t need the job anymore” because he has been working like this for many years.

In the first intake, my main challenge was to give them a co-op job. But we were so fortunate. Judy worked so hard. We had 30 students and 100 jobs were posted and everybody got more than one offer.

I. McNab: That’s a magnificent start.

M. Khan: It was a magnificent start. And as soon as they graduated, at that time co-op was in between semesters, so after finishing co-op they came back and then as soon as they graduated, all of them got jobs like hot cakes. So that was the start.

I. McNab: Right. And you knew, then, that this was going to be a success.

M. Khan: Exactly. And after that there was no holding back, like it was going beautifully thereafter. So only at one time, I think during the time I’m recalling that it went down a little bit.

I. McNab: So was that the last crash? 2006? 2007?

M. Khan: Some time like that, yes.

M. Khan: So then, for 1 or 2 years, our enrollment went down to 20 and by the way, another thing I did, I respect the management

very highly, but many of the times, because of the number of the applicants, they asked me to take two classes.

I. McNab: Okay.

M. Khan: I said “No, I don’t want to flood the market”. Because then if the name of the program goes down, I will be losing credibility and also some time they advised that “Why didn’t you take a September intake?” and I said “No, I don’t want two groups to fight each other for opportunities.”

I. McNab: My impression is that because regulation is becoming more and more intense in every aspect of the government that the job market for people trained in quality is just getting bigger and bigger? Is that also your impression?

M. Khan: That would be my impression too, because it is extending, the periphery is extending. Like, for instance, many people know that service industries, they absorb more people than manufacturing, okay, so we give the students, our graduates, generic knowledge to work in the service industry.

M. Khan: Soon after the program launch we started getting the international students.

I. McNab: Okay, so that was a little different. So at the beginning of the program, you were looking at recent immigrants.

M. Khan: I gave a name to them—I used to call them ‘domestic international’.

I. McNab: Okay, yes. I like that name. And now you have ‘international international’.

M. Khan: ‘international international’, yeah.

I. McNab: But the same thing happens, which is you are able to give them a skill valued in Canada, make the most of their education, give them a Canadian experience and get them into relevant employment.

M. Khan: Yes. And also, I want to add something more, which I very often brag about. That this program not only created jobs but this program helped them to regain their self-esteem. That's very important, you know. And some of the anecdotes of former students are so good. There is one student here, he is from Bangladesh; he is very successful. So he went to one of the social occasions and he met my wife and then he told my wife "Sir has made my life". See, this is a big complement that you get.

I. McNab: It certainly is. So it seems as though you have touched the lives of many people through this program.

M. Khan: That is my feeling and you know, the kind of feedback, that when I read through it, I cried out of emotion that, the way the beautiful words that they do not have to write for me because I am not helping them in any way anymore...

So the contributions to this book, what they are doing, they are from their own feelings. That now, their gratitude, that you know, some of them say that "Thank god I met him". Okay, one of the reasons that when I met people I was very passionate. I put myself in their shoes and tried to help them, like, you know, I don't want to entice anyone over here.

I. McNab: You've been very clear in what you've already said. You were mindful with working with people in their particular situation.

M. Khan: Exactly. So for instance, many of the, like since I came from the Indian subcontinent, I know the education system already. So in the Indian subcontinent, people with a background in the life sciences, their math background is not very good. So as a result, even let's say somebody who excelled in India in that field, okay, they came to me and I said "You do not have it". The responses vary, sometimes they are very unhappy, they say "Sir, give me a chance". I say "No, this will be a disservice to you, not to us" and in some cases, I gave in to one or two applicants and then after 2 weeks they say "No, sir, you are right. I cannot go on". So what I was careful that I don't want to do a disservice to any students. Whoever came to me and talked to me, I said "Look, this

is a public institution. Our objective is not to grab your money... Our objective is to help you establish yourself with your career. For this you are being educated here. Okay—I don't want you to graduate from here and go to the security service job or something like that. That's not our purpose".

I. McNab: Right. You want relevant employment.

M. Khan: Yes.

I. McNab: So that's wonderful and that success has continued to present day. Are there any other quality programs—similar programs in Ontario?

M. Khan: Yes sir, we are today...okay, looking at our success, because one of the reasons that we have been honored by the American Society of Quality (**ASQ**) many times over the years, so in some cases they honor us so much that, I become very emotional.

Like, 2 years ago, like one of my, okay many of our graduates are involved in the American Society for Quality; like one of the graduates, he was the Chair of the American Society of Quality. He has also written the feedback. So once, you know, there is a lady from India. So she was honored for her contribution to the field of quality. I was there, okay. I was there in the meeting, you know. So then she went to the dais and said "I want to thank two people for what I am today—Dr. Khan, sitting over there; and my husband."

I. McNab: Okay yes, that's a compliment of course.

M. Khan: Okay so what happened—looking at our success, a few other colleges, they've tried, okay, in the same area but unfortunately they didn't succeed.

I. McNab: It does need an expert. So the only other quality program that I know of which is successful is at Seneca and that's in pharmaceutical quality and again it is led by somebody who has been an expert in the field for many years.

M. Khan: Yes, exactly. That is very important you know.

I. McNab: Really high level.

M. Khan: Because really that means that he knows what he is doing.

I. McNab: Yes.

M. Khan: So that gives him authority, like a kind of like a role model, okay. So when he teaches in the classroom, the students know that what he's telling, is, you know, he knows what he is talking about.

I. McNab: Yes, that he knows what he's talking about. Yes absolutely. So those are the only 2 quality programs and Seneca is specialized to the pharmaceutical quality while your program is in manufacturing and management.

I. McNab: Thank you very much—that is a wonderful description of the origins of the program and your academic life. I wonder, if you wouldn't mind, if you could tell me a little about your personal life, your personal history. Clearly, at some point you got married...

M. Khan: Okay, so...

I. McNab: And I know you have two very successful children...

M. Khan: But how far do you want to know?

I. McNab: Well, in not so much detail. You know—where did you meet your wife and so on.

M. Khan: Well, in fact, that's another story. In those days, in our culture, in whole Indian culture, marriage was an arranged marriage. So at that time I was working in Iraq. So I went back to get married. So then my parents saw many girls. I saw my to be wife from a 50 meter distance in her uncle's house, uh, over 7

days we were never allowed to talk before the formal engagement, I thought that's the culture. Then I in the next 7 days we got married. I never talked to her before I got married.

I. McNab: Wow.

M. Khan: Then we went to the Taj Mahal for the honeymoon for 10 days and then we fell in love with each other. My wife says "People fall in love and then they get married. I got married and then fell in love". We have two children. Okay, they are—my daughter is a practicing lawyer and my son is an IT researcher. Both of them attended famous schools.

We have a three year old granddaughter who became 3 years old on the 7th of March. She is now the centre of our joy and happiness. They live in Oakville. My son, who got married last year. They live in Toronto. Thank God for everything. We, indeed, consider ourselves very contented parents and grandparents.

I. McNab: Thank you very much for taking the time to talk with me to day. It has been an education to me.

M. Khan: Thank you too, for giving a very hearing patient hearing to my long story.



Chapter 5 – From George Harrison to Mozammel Khan By Professor Jack Urowitz

Mozammel Khan, soldier, professor, journalist, Academic Freedom fighter, student advocate, Senate Speaker, these are all manifestations of the same man and his staying true to a love of freedom and belief in the ultimate good of humanity.

You wouldn't expect it from his well coifed and handsomely suited unassumingly professorial appearance, but Mozammel is a bit of a trouble-maker. He has never lost the spirit that saw him through

the fight for freedom in his native land. I got to know Professor Khan in my role as Faculty Union President; he was getting into trouble in his role of journalist/author as a Bangladeshi community leader. The college did not want to be named in his political articles. They offered no argument against his polemics, I believe that all concerned agreed with his secularist position. But they didn't want Sheridan to become embroiled in any employee's politics.

Mozammel never brought his political life into the classroom. He is an Engineering Professor. His only transgression was being identified biographically in his book and articles as a Sheridan Professor. The arguments Mozammel and I presented were the first forays into the fight for Academic Freedom for Sheridan Faculty. I am not sure if those earlier battles were part of his motivation to become the Speaker of the Senate. But I am glad that it is he with the Speaker's Gavel. We have a speaker who fought in the Bangladesh War of Independence.

We are contemporaries, but our early lives could not have been more different. As a Canadian, born and raised in a time of peace and prosperity, the parallels between my young adult life and Mozammel's are eye opening. I awoke to the genocide occurring in the then East Pakistan by George Harrison's Concert for Bangladesh. Me, a popular culture acolyte, eating popcorn in the Uptown Theatre watching a dream concert, and Mozammel having just lived a nightmare, with his countrymen's youth smoldering in ruins, he in military uniform fresh from a war fighting against a genocide of millions. The difference then could not be any starker. It is the miracle of Canada, that we are colleagues promoting education and cultural coexistence.

Even today the exact numbers of slaughtered are unknown but all non-partisan estimates are in the millions. Bangladesh is still a successful national experiment where many different religions co-exist, mostly peacefully. It is spokespeople and activists like Mozammel Khan that keep the dream of a multi-belief-coexistent culture alive. Mozammel's fight for peaceful coexistence in

Bangladesh is everyone's fight in a world lacking peace. Bangladesh is a microcosm of the world in its dream of religious coexistence, just as is Canada a successful mosaic of complementary cultures. Prof Khan personifies them both.

Much of Mozammel's humility and graciousness shows itself in the following exchange we had after his first meeting as Speaker of Senate. It was a raucous meeting with many different agendas hitting their peak, or perhaps pique better describes the meeting's debate. It was the night he won the Speaker's position. Many would have quit that same night.

Congratulations Mozammel,

I am very happy for you and even more so for the Senate. Do not confuse another union rep's nominating a different Speaker as anything I supported - I did not. That nominee worked against me in the last union election and she prefers a more antagonistic stance against management than I think is warranted or productive. In any case, it is nicer for you to have a victory than an acclamation. I was quite choked up at your acceptance speech about Canada.

Now about my tough stance on Roberts Rules. Even though I interrupted you, as Speaker, a number of times, it was not your good will or leadership that I was trying to thwart. I felt that we had to stay on task since there were opposing sides who were not compromising – a cantankerous faculty member at one extreme and an ill-disposed Dean at the other. And the presenter was doing your job at

times and attempting to override parliamentary procedure with cross-debate.

We are all invested in Parliamentary procedure, not only the Speaker; in its abandonment, the Senate's work and reputation suffers. I understand that to expedite business you wanted to get to the vote on the main theme of the motion by accepting corrections (amendments) without a vote. There are senators and LACs with agendas of their own. Words, even commas can alter a motion's intent; each must be voted upon. The motion being entertained last night had multiple agendas; it still does. Luckily, the Senate has your sense of justice at its core.

I very much like that you rise to your feet as Speaker - that is the traditional and most respectful way to conduct a meeting of a large assembly. You will bring a decorum to Senate that will add to its stature. Last night was trial by fire for you - and you came out unscathed and proud.

Again, my friend, forgive my interruptions, I only meant to further the Senate's, your, important business.

With continued respect and admiration,

Jack

Hello Jack,

Thanks for your great email of felicitations on my victory in the recent election for the position

of Speaker of the Senate. I am simply moved by your choice of words that not only made my day but made me feel so honoured to be a part of this August body in particular and this great Institution, in general. I was equally choked up reading your acknowledgement that you were choked up at my acceptance speech about Canada. It gave me the reassurance that I succeeded in making my points.

No, I never thought about you supporting the other union rep's nomination. I knew that there were people in the Senate holding an antagonistic stance against management; but I did never foresee that their number would be so high. In any case, I fail to understand what purpose their stance serves in accelerating their agendas, whatever those could be, overriding or opposing the interest of the system that is geared towards serving the interest of every individual of this Institution.

I, in fact, appreciated your 'interruptions' and took it very positively, that really helped me in better controlling the debate. In future, I will do my homework thoroughly to sense the agendas of opposing groups, if any.

I am happy to know your positive views on my 'traditional and respectful way of conducting' the meeting. I will surely try to do even better in the successive meetings of the Senate. I will definitely keep in mind in trying to live up to your expectations, especially in enhancing the decorum of the Senate. Your kind observation, "Last night was trial by fire for you - and you came out unscathed and proud",

made me the happiest man on our planet, my friend!

With unrelenting respect and commendation.

Mozammel

-----The
praise from a once Bangladeshi soldier in his early twenties, still standing amid the ruins of a devastating war of liberation and decimation of millions - for a popcorn munching Beatle Bangladeshi charity concert going teenager in Canada, is at once humbling and pride filling. Thank you Mozammel; your influence has been a blessing for me and your colleagues and for all the Sheridan students who have benefitted from the academic side of your multi-successful professional pursuits. If your rewards in life are a tithe of your contributions, you will have much for which to be thankful, as are those who have basked in your care. Shine on my dear colleague and friend.



Chapter 6 – Dr. Khan – A Life Changer for New Immigrants
By Dr. Soumitra Nandi

It all started with an email for an interview call. As I designed my career plan based on a uniform combination of industrial/professional attachment with teaching & training experience, everything was going according to my plan. I gained multiple years of international experience in HVAC industry, Oil & Gas exploration, Construction, Health & Safety, etc. after completing my undergraduate degree in mechanical engineering. I also worked as a high school teacher for a couple of years. While

pursuing my Ph.D. program I was involved with various industrial projects as well as assisted professors as TA and thus maintained the career path according to the plan. Four years of Research and Development (R&D) experience inside Canada after the Ph.D. degree eventually landed me this long deserved interview at Sheridan College.

While researching the interviewer, Dr. Mozammel Khan, I looked at his LinkedIn profile. I was amazed at a “Neat & Clean” LinkedIn profile. I would use the term “Neat & Clean” in its literal sense; there was nothing but Dr. Khan’s name as a professor at Sheridan College. Searching in other online professional and social media returned similar blank pages about him. To my surprise, the only material that I could find was a YouTube video, uploaded by a random follower, giving his recorded speech in the last “International Mother Language Day”, the speech being delivered in Bangla, the language for which many people died. Speaking the same language, I was enthralled and mesmerized by his talks. As I was still unsure if this person would be the one who is going to interview me, I promised myself that if I get a chance, I would definitely meet this orator once in my lifetime, and thank him for this encouraging speech.

Furthermore, looking at Sheridan College’s Faculty of Applied Science & Technology (FAST) web page, I could find smiley faces of every professor, both full-time and part-timers, and pictures showing their various achievements, ranging from successful student projects to the acquiring of modern robotic machinery. However, I could not find one picture that involved the name of Dr. Khan anywhere. It brought this question in my mind: does Dr. Khan have no significant achievement other than being a teacher, or is he just too reluctant to the publicity? It did not take long to get the right answer, “When the sun rises, it requires no publicity; everyone happens to see it.”

The interview was a very lively discussion between Dr. Khan and me, and to my greatest satisfaction, I met the public speaker of the “International Mother Language Day” ceremony, as my

interviewer. During the interview, Dr. Khan introduced me to the Quality Assurance – Manufacturing and Management program (PQUAS) offered at the Faculty of Applied Science and Technology (FAST), which was designed and developed by Dr. Khan himself. While assigning the teaching load, Dr. Khan explained the greatest challenge of teaching in this program. It is the diversified cultural and educational background of students. I enthusiastically accepted the challenge; this challenge is what soon opened up my vision about Dr. Khan and his achievements. Here in this text, I would take this opportunity to illustrate little about what I learned about Dr. Khan and his creation “the PQUAS program” while discussing with students and other colleagues in this institution.

Teaching in North America is more about dealing with people from diverse cultures and backgrounds than interacting with a group of pupils in a classroom. Dr. Khan has designed this course with a noble view to help new and qualified immigrants find their career path in the North American economic and business condition, especially in Canada. Looking at current students’ backgrounds, surprisingly, there exists huge diversity in terms of culture, education, age, and so on. Their education varied from the specialized engineering subjects to various social sciences. Some came with an accounting or business background whereas some came with a biology or human science background. Some came from South Asian sub-continent, some from East Asia, Japan, South Korea, some from Europe, Middle East, or South America. Some students graduated from highly ranked US and Canadian universities & colleges. To my further surprise most of the students have completed their post-graduate education from highly ranked schools all over the world, and/or have multiple years of industrial experience before joining this course. The only similarity that I find is that they are all immigrants to Canada.

While asking their reasons in selecting this program as their career path, all students agreed that it was their knowledge about the success stories of past graduates from this program. They all did their research before enrolling in this Quality Assurance

program; none of them actually joined by chance. In the past years, this program has been proven to be a life changer for hundreds of immigrants. Because of the continuous successes of the graduates from this program, it is awarded as the best program in North America. Getting enrolled in this program is in such a demand among new immigrants that Dr. Khan had to perform screening interviews for each applicant before accepting his or her application. To my observation, the students enrolling in this program are bright with potential; they were successful in their fields back home but struggled to secure a position after migrating to Canada. Unlike most of the immigrants in Canada, they refused to give up; instead, they decided to take up the PQUAS program. They are confident that this education will lead them towards a successful career path.

Initially, I was little skeptical about the success of this program, my skepticism stemmed from the fact that the range of diversity of the students is very wide. While the economic condition of Canada and business policies of its government guarantees job availability in Quality Control, I was unsure about those pupils coming from a non-technical educational background. A little research about the course curriculum helped reduce my doubts about the potential of the program. My skepticism faded further away with time as these students kept on securing jobs even before their last semester in this program. By the end of the semester, every student had already signed up for his or her industrial co-op or jobs. Thus I learned about the real achievements of Professor Mozammel Khan, and his priceless contributions to western society.

I often needed advice about how to relate students' real-life experiences to the context of the courses that I teach in this program. Despite his very busy schedule, Dr. Khan managed to provide insightful ideas in this regard. As a senior colleague, he deliberately shared his long experience in teaching inside and outside Canada, which helped me and other fellow professors manage teaching related issues.

I would like to add a few words about his contributions toward humanity and his motherland, the beautiful Bangladesh. Coming from one of the most progressive and educated families in Bangladesh, Dr. Khan, at his early age, served the country for saving the land and the humanity, as a freedom fighter. He fought gracefully during the nine-month war when the Pakistan Army ruthlessly killed approximately 3.5 million innocent Bangladeshis. It requires much more than a chapter to describe his contributions toward the nation and the humanity. However, as a fellow countryman I would always cherish his contributions.

Thus Dr. Mozammel Khan is a live demonstration of a true success story and a huge encouragement for everyone around. I feel fortunate to be a professor in this program and grateful to have sir Dr. Mozammel Khan as my mentor as well as colleague. Working with him has always been full of fun and motivation. I couldn't expect anything better than the valuable advice he provided when needed and the priceless experience he shared that he earned throughout his long academic career. "How Dr. Khan's work has changed so many struggling immigrants' lives over years?" can be a very hot Ph.D. research topic in any Social Science discipline.



Chapter 7 – An Outstanding Academician, and Humble Colleague By Dr. Srinivas Ganapathyraju

My name is Dr. Srinivas Ganapathyraju. I joined Sheridan in August 2003 as a full time faculty when Sheridan was embarking on setting up the Center for Advanced Manufacturing and Design Technologies (CAMDT). I obtained my bachelor's degree in mechanical engineering from the University of Zimbabwe, a master's degree in Advanced Manufacturing Systems from Nottingham Trent University in England, and a doctoral degree in Industrial engineering from the University of Wisconsin in Milwaukee. My work experience includes teaching at the University

of Wisconsin – Milwaukee and also working as an automation equipment designer in Singapore.

I am really thrilled and honored to be contributing towards this book especially knowing that a scholarship fund will be set up to help deserving students of the PQUAS program. I have been teaching Metrology for the PQUAS program for the last 12 years. When the CAMDT center was setup we ensured that the PQUAS program would have the latest equipment and labs. For this reason we invested in purchasing a Coordinate Measuring Machine (CMM), optical comparator and other state of the art equipment. The PQUAS program is almost at the Masters level, being very intense and requiring a lot of hard work and dedication from the students. Students graduating have been successful in finding rewarding careers in different industries. Over the years I have had the opportunity to attend the ASQ annual meetings and award ceremony organized for faculty teaching quality courses and recognizing outstanding graduates from quality programs from a number of colleges. The quality assurance program at Sheridan is the only one of its kind that is currently being offered, other colleges not being successful in continuing with their programs. The simple reason for that is the dedicated hard work of Dr. Mozammel Khan who gave birth to and has nurtured the program since its inception in 1998. Dr. Khan always focused on two things. The first being to ensure that the program was always current meeting industry needs and secondly to ensure that students get employed when they graduate. It was for this reason that he would spend countless hours interviewing students so that they understood the challenges of the program but also to ensure that by spending their hard earned money they should be rewarded with a successful career when they graduate. The number of students accepted into the program was purposely kept to about 30 to 40 students to ensure that all students are successful in getting coop placements.

In many ways Dr. Khan and I have had a parallel journey in getting to Sheridan. Dr. Khan graduated with masters and doctoral degrees from two of the top 10 institutions in the world namely the Universities of Cornell and Illinois at Urban Champagne. Given his

academic credentials I always wondered what he is doing at Sheridan. Dr. Khan has worked at some of the top research institution in the middle east namely in Iraq and Kuwait. During the Gulf war he had relocate, and I got to know that he went to Singapore and was offered a job the same day that he had an interview at Nee Ann Polytechnic. Having lived and worked in Singapore myself, I know firsthand, the reputation of academic institutions in Singapore which place a high priority on hiring faculty who are graduates from the top institutions in the world, it is this fact that currently lists the National University of Singapore and Nanyang Institute of Technology Singapore in the top 10 institutions in the world.

In the course of getting to know Dr. Khan more as a bigger brother whom I could always go to seek advice on student, curriculum or faculty matters, I have come to the conclusion that it was the destiny of Sheridan to have got an outstanding academician, a mentor and humble colleague to so many students and faculty. By honoring Dr. Khan and the program with the book and the scholarship fund, we will be honoring his vision that he has for the program and for the many students to come years from now.



Chapter 8 – The Importance of Cost of Quality in an Organization’s Success By Professor Kam Ho

I have had the pleasure of working with Dr. Khan in Program Advisory Committee, ASQ events and various meetings since 2003. Since then, we worked together for the mutual benefits of ASQ Toronto Section and Sheridan College. On one side the ASQ education committee mobilizes the professionals to provide inputs to the curriculum design and development of the program via the Program Advisory Committee. On the other, Dr. Khan works relentlessly to manage the PQUAS program and transforms students to meet the needs of the industry while maintaining consistency and currency with ASQ body of knowledge.

Dr. Khan had been actively supporting ASQ’s student member activity and providing a venue for ASQ executive meetings for many years. Sheridan College has also been the certification exam site for over 15 years. To honour Dr. Khan’s contribution, he was presented the Education Award “*in recognition of the partnership between the Sheridan College and ASQ Canada: Toronto Section, for the support of the Quality Certificate Program and valuable contribution to the quality profession*” at the Annual Appreciation and Recognition Event on December 14, 2016.

Dr. Khan received his Education Award, from left to right: Girish Trehan, Education Committee Chair, Kam Ho, ASQ Toronto



My Quality Journey

My undergrad was a major in Physics and I began my career in the semiconductor manufacturing which had a very formal QA program. I certified as quality engineer in 1978. Since then, I was totally engaged in quality improvement activities in semiconductor, automotive electronics, office equipment, home entertainment and mobile electronics.

I was certified as Six Sigma Black Belt, Auditor, and Manager in 2003, about 25 years after my first certification as Quality Engineer. This is not only to demonstrate my competence but more important is the lifelong learning and continuous improvements endeavour.

Importance of quality

I believe Quality is job 1. Operation management textbooks typically begin with a chapter of quality at the very beginning. That shows how important quality is. Without quality, product and service will fail and this will lead to job lost.

COST OF QUALITY (COQ)

The contemporary quality management system is a risk-based approach. Continuous quality improvement will definitely reduce the risk of non-conformance and the result can be visualized through the analysis of a COST OF QUALITY (COQ) tool.

Description of Cost of Quality

The “cost of quality” – or actually, “the costs of poor quality” are those costs associated with avoiding poor quality or those incurred as a result of poor quality. There are four major categories of costs.

1. Preventions costs – costs associated with reducing the potential for defective parts or services.
2. Appraisal costs – costs related to evaluate products, processes, parts and services.
3. Internal failure costs – costs that result from production of defective parts or services before delivery to customers.
4. External failure costs – costs that occur after delivery of defective parts or services to customers.

When to use the Cost of Quality

Philip Crosby stated that quality is free. “What costs money are the un-quality things – all the actions that involve not doing it right the first time.” A forward looking company will always use the COQ tools to evaluate the situation, pinpoint the problem area and promote quality improvement; whereas the losers will react to customer complaints, product failures and recalls.

How to use the Cost of Quality

The user must identify the activities that generate cost, measure them, and report them in a way that is meaningful to management. There are a number of methods described and compared in the paper “Cost of Quality (COQ): Which Collection System Should Be Used?” by Gary Zimack. As a quality practitioner, we rely on the data provided from accounting, and any additional information as supplied by marketing and operation departments. The data obtained from various sources will be categorized and entered into the template available from Toronto ASQ Section website (<http://asqtoronto.org/resources/quality-tools/lean-tools/>) to calculate the impact of COQ as a percentage of Sales, manufacturing costs or other bases.

Tips on use of Cost of Quality template

The terminology used in one industry is different from that of others, so each user should collect and accumulate his/her own unique list of COQ. In the template, a number of “universal” terms according to ASQ Knowledge Center are already entered for the convenience of the user and some sample values are entered to illustrate how the template will be used.

Application of Cost of Quality

Quality cost information gives management a financial impact of quality problems and thus identifies major opportunities for cost reduction. It also helps in budgeting and cost control activities. It is also an evaluation of the organization’s success in achieving quality objectives.

References

ASQ Quality Costs Committee, *Principles of Quality Costs: Principles, Implementation, and Use, Third Edition*, ed. Jack Campanella, ASQ Quality Press, 1999

Cost of Quality (COQ): Which Collection System Should Be Used? ASQ Publication, by *Zimack, Gary*

Managing for Quality and Performance Excellence, Tenth Edition, James R. Evans and William M. Lindsay, © 2017, 2014 Cengage Learning

Kam Ho, P Eng, MS, CMQ/OE, CSSBB, CQE, CQA
Past Chair (2016), ASQ Toronto Section
Past Chair (2011), Hong Kong Institution of Engineers
LinkedIn: <http://ca.linkedin.com/in/kamho1>



Chapter 9 – Understanding Governance Within Organizational Excellence and Management Systems

By Daniel Zymiak

This article aspires to explain governance, not as a practice unto itself, but as an essential component of organizational excellence and management systems. In this context, governance refers to the overall framework of decisions and interactions within an organization or enterprise. Governance starts at the absolute top of an organization, and its aims and purposes should reflect the desires of the board of directors and executive leadership, which can include the chief executive officer, the president, and primary shareholders. Governance outlines the strategic and tactical responsibilities and accountabilities, in order to support and sustain the stakeholders and resources of the organization in fulfillment of its overall purpose and strategic intentions.

The core functions of governance can be summarized as the formulation of an organizational mission and vision, the resourcing and intelligence to implement the mission and vision through goals and objectives, the interactive relationships to consistently deploy the goals and objectives across all levels of the organization, and the breadth of controls and monitoring to verify and validate compliance and fulfillment of governance objectives. To the quality professional, governance is highly interdependent with the concepts of organizational excellence and management systems. Through these practices, quality objectives can be fulfilled and sustained across the organization in a consistent and controlled manner.

Organizational Excellence

The term organizational excellence refers to the ongoing efforts to establish an internal framework of standards and processes intended to consistently engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations. An organization refers to a combined group, under specific leadership, aggregated and combined to function as a single entity for a particular purpose. This definition aligns with governance, which originates from the senior executive leadership of an organization to set the vision, mission, and strategic purpose.

Excellence is a measure of consistently superior performance that surpasses the required expectations without demonstrating significant flaws or waste. Organization excellence continues the progress established by the foundation of Total Quality Management (TQM), whereby quality was applied and deployed across all levels of the organization. An example of a program highlighting the traits and attributes of organizational excellence is the Malcolm Baldrige Criteria.

Attributes

According to the criteria for performance excellence, as provided by the National Institute of Standards of Technology (NIST) for the Malcolm Baldrige Quality Award Program, the attributes of organizational excellence, operating within the framework of customer-focused and market-focused strategies and action plans, include: leadership, strategic planning, customer and market focus, information and analysis, human resources focus, process management, business results.

A comparative protocol, the European Quality Award (EQA), follows a similar model. According to Conti (1992) in his review of the different quality awards, the EQA model includes the following items:

Leadership, people management, policy and strategy, resources, processes, people satisfaction, customer satisfaction, impact on society, business results.

As detailed in Juran's Quality Handbook (1999), the Union of Japanese Scientist and Engineers (JUSE) created the Deming Application Prize, awarded to companies and operating divisions. From their definition of Companywide Quality Control (CWQC), the Deming Prize identified multiple levels and categories of organizational excellence, which include organization and its management, education, quality information, planning, analysis, standardization, control quality assurance, and results.

Integration of Technology, Infrastructure, and Personnel

From these different perspectives, we can deduce that the common traits of organizational excellence are consistent across different cultures and nations. Another perspective is to view organizational excellence as the successful integration of three entities: technology, infrastructure, and personnel. Organizational excellence is often the result of transitional and transformational activities.

Successful organizational outcomes require deliberate management and improvement in six key areas: i) information – metrics, measures, and decision support; ii) structure – roles, responsibilities, and accountabilities of each functional area; iii) people – total human capital within the organization; iv) rewards – compensation and incentives; v) learning systems – knowledge and training; vi) work processes – interaction and linkage of workflows.

Organizational excellence is dependent upon gaining sufficient commitment to embrace and apply positive changes in the above mentioned areas. Organizational change management is necessary to effectively communicate the changes to those affected, in order to minimize uncertainty and obstructions. Collaboration is critical, and the evidence of organizational excellence can be demonstrated across the organization with a Balanced Scorecard that reveals organizational excellence from the following perspectives: i) financial, ii) customer, iii) internal business processes, iv) learning and growth.

Organizational excellence is not absolute, but rather incremental. The expectation is that different tiers or “maturity levels” should be

identified as interim targets for each of the organizational excellence characteristics. By focusing on the performance expectations of an accessible maturity level, instead of an unreachable ideal, employees and stakeholders will be more inclined to make the necessary modifications within their control and capabilities. As maturity levels are reached, participants within the organization should be recognized for their constructive success.

Benefits

The pursuit of organizational excellence is a worthy venture as it strengthens the overall appeal and prestige of the organization both internally and externally. Additional costs to infrastructure and overhead have the potential to be repaid with greater returns resulting from engaged employees, satisfied customers, and efficient operations. This is not just theory but was demonstrated by tracking organizations profiled in Peters and Waterman's *In Search of Excellence* (1982). Over a 20-year period, companies that applied the practices of organizational excellence outperformed the Dow Jones Industrial Average and the S&P 500.

All of these organizational excellence traits and attributes are dependent upon the establishment of a governance infrastructure within the organization, and the promotion of ethical and virtuous principles at every level. Without a consistent approach to governance, the organizational excellence mandate will potentially be compromised by divergent or conflicting views and motives.

Conclusion

Governance is essential to the success of both organizational excellence and management systems. By systems, the governance of an organization can effectively prioritize, execute, and track its activities to verify and validate its performance relative to its mission, vision, and strategic objectives.

References

Conti, T. (1992). A critical review of the current approach to quality awards. Proceedings of the EOQ Conference. Brussels, Belgium. Pp. 130-139.

ISO DIS 14001: 2014 Environmental management systems:
Requirements with guidance for use.
ISO FDIS 26000:2010 Guidance on social responsibility
ISO 19011:2011 € Guidelines for auditing management systems
ISO IDS 9001:2014 (E) Quality management systems:
Requirements
ISO Q9004:2009 € Managing for the sustained success of an
organization – A quality management approach
Juran, J.M., & Godfrey, A.B. (Eds.). (1999).
Juran's quality handbook. (5th ed.). New York: McGraw-Hill.
National Institute of Standards and Technology (1998).
Criteria for performance excellence. Malcolm Baldrige National
Quality Award. Gaithersburg, MD.
Peters, T. & Waterman, R., Jr (1982). In search of excellence.
New York: Harper & Row.

Daniel Zrymiak has over 22 years in quality and is currently working at Accenture. Daniel's diverse career in Hong Kong, Germany, and Canada has combined business services, manufacturing, medical software, and web commerce solutions. He also taught software quality at the University of BC, the BC Institute of Technology, and Kwantlen Polytechnic University. Daniel is a Fellow Member in ASQ, a Deputy Regional Director for ASQ Region 4 (Canada), and he received ASQ's Crosby and Feigenbaum Medals and Testimonial Award. He is certified by ASQ as a Six Sigma Black Belt, CMQ/OE, quality engineer, and software quality engineer. Daniel is active in ASQ as an author and reviewer and as a member of multiple ASQ committees. He can be reached at daniel.zrymiak@accenture.com.

