

# **BARRIERS TO IMPLEMENT ISO STANDARDS IN SMALL MEDIUM MANUFACTURING INDUSTRIES**

**By**

**ARSALAN QURBAN  
25661**

*A thesis presented to the Department of Management Sciences, Bahria University  
Karachi Campus, in partial fulfillment of the requirements  
of the MBA degree*






**FALL, 2014**

**Bahria University Karachi Campus**

## MBA Thesis

### 2<sup>nd</sup> Half-semester Progress Report & Thesis Approval

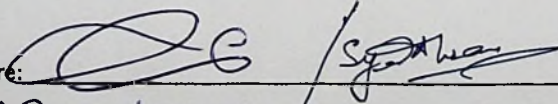
#### Supervisor-Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	7 <sup>TH</sup> JUNE. 14	BUKC	Discussion about 'Proposal'	
6	16 <sup>TH</sup> AUG. 14	BUKC	Discuss about proposal, Research Method	
7	6 <sup>TH</sup> SEP. 14	BUKC	Discussion about Data Analysis	

#### APPROVAL FOR EXAMINATION

Candidate's Name: ARSALAN QURBAN Registration No. 25661  
Thesis Title: BARRIERS TO IMPLEMENT ISO STANDARDS IN SMALL  
MEDIUM MANUFACTURING INDUSTRIES (SME'S)

I hereby certify that the above candidate's thesis has been completed to my satisfaction and, to my belief, its standard is appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at 05% that is within the permissible limit set by the HEC for the MBA thesis. I have also found the thesis in a format recognized by the Department of Management Sciences.

Supervisor's Signature:  Date: 24<sup>TH</sup> MARCH 2015

Name: M. Mumtaz Ismail

Head Of Department Signature \_\_\_\_\_ Date: \_\_\_\_\_

## Abstract

**Purpose-** The purpose of my study is to investigate the barriers in implementation of the ISO 9000 standard in small and medium enterprises operating in in the manufacturing sector in Pakistan. Furthermore, my work is to find out the;

- 1) Characteristics of the sector including lack of resources, lack of knowledge of quality management, and lack of pressure for certification across the whole industry, lack of motivation and leadership.
- 2) Problems with implementation e.g. Expense of implementation and certification.

**Methodology/sample-** The methodology that has been used in this paper is based on both primary and secondary research. Secondary research is in the form of a literature review that has helped ascertain the conceptual framework of the study. The literature review has aided the conceptualization of the framework by taking into consideration the findings and conclusions from published studies. These conclusions have then been tested through the conceptual model developed to establish the barriers to ISO 9000 certification faced by small and medium enterprises in Pakistan

**Findings-** The answers, that are qualitative in nature, have been converted into quantitative form through the use of codes, where ticks are assigned a value of one while no tick has been assigned a value of 0. While as far as rating questions are concerned, ratings have been applied based on numerical values as well. 1 signifies highest importance assigned to a particular variable, while 5 signifies that the factor is considered as least important.

**Practical Implications-** The outcomes of the research might help the SME's in order to regain their importance. Also this paper help those industry peoples to know about the barriers to implement ISO standards in their industry.

**Keywords:** Conceptualization, Implementation, SME's.

# Table of Contents

Supervisor's Approval.....	ii
Dedication .....	iii
Declaration .....	iv
Copyright .....	v
Table of Contents .....	vi
List of Abbreviations .....	vii
List of Tables .....	viii
List of Figures .....	ix
Abstract .....	x
<b>Chapter One: Introduction.....</b>	<b>1</b>
1.1 Problem Background and Aim of the Research Work.....	1
1.2 Research Questions.....	2
1.3 Time Horizon .....	3
<b>Chapter Two: Literature Review.....</b>	<b>4</b>
2.0 Introduction .....	4
2.1 Hypothesis.....	7
<b>Chapter Three: Research Method .....</b>	<b>9</b>
3.0 Introduction.....	9
3.1 Rationale for question.....	10

**Chapter Four: Data Integration and Analysis ..... 15**

- 4.0 Introduction.....15
- 4.1 One-Sample Test (Test Value 1).....16
- 4.2 One Sample Statistics.....17
- 4.3 One-Sample Test (Test Value 3).....18
- 4.4 Barrier Rating.....19
- 4.5 Advantage of ISO – Rating .....20

**Chapter Five: Discussion..... 20**

**Chapter Six: Conclusion and Recommendations.....22**

- 6.1 Conclusion.....22
- 6.2 References.....24
- 6.3 Statistical Package for Social Science (SPSS).....25
- 6.4 Output .....26

**Appendices..... 25**

**Appendix 1.1..... 25**