

**INVESTIGATION INTO 6-S AUDITING  
SYSTEM AND INTRODUCTION OF  
TOYOTA'S A3 REPORT FOR IMPROVING  
6-S PERFORMANCE**

**A THESIS**

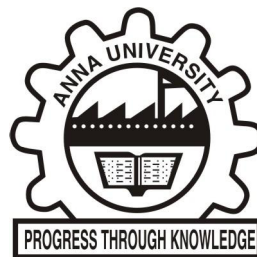
*Submitted by*

**GNANAGURU R**

*in partial fulfilment for the requirement of award of the degree*

*of*

**DOCTOR OF PHILOSOPHY**



**FACULTY OF MECHANICAL ENGINEERING**

**ANNA UNIVERSITY**

**CHENNAI 600 025**

**DECEMBER 2011**