



Mahindra Institute of Quality

Educate. Assimilate. Excelerate

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## About MIQ

Set up in the year 2006, Mahindra Institute of Quality (MIQ), located at Nashik, Maharashtra, is India's premier school of quality.

Funded entirely by Mahindra & Mahindra, MIQ was established to create a culture of quality, and drive organization-wide excellence, both within and outside the group, of creating a community of hands-on problem solvers who make a difference. MIQ's offerings are

administered by a mix of top-rated faculty, both in-house as well as experts and practitioners from industry and academia.

MIQ offers a mix of flagship programs - PGDQM and PGDOM - and various certification as well as customized training programs. MIQ's USP is its focus on implementation, and on quality management consultancy projects for corporates.

MIQ is also the custodian of *The Mahindra Way* (TMW), the group's Business Excellence framework. TMW is an integrated approach to promote excellence across processes and operations of a business, and facilitates the adoption of certain common policies and practices across the group.

MIQ's mission is to foster a culture of learning and outperformance leading to sustained business results.



## From Chairman, Governing Council



**The Institute has indeed travelled far and helped embed a culture of excellence across our various group companies.**

Mahindra Institute of Quality (MIQ) was born out of a passion to shape the Mahindra of tomorrow. In a little over a decade since its inception, the Institute has indeed travelled far and helped embed a culture of excellence across our various group companies.

Quality is a shared responsibility, quality is all pervasive. The pursuit of quality has over time metamorphosed into a perpetual quest for excellence in everything we do. Towards this endeavour, MIQ offers a perfect blend of quality-related training leading up to a diploma together with

administration of a business excellence model - *The Mahindra Way*.

Having succeeded in creating the basic building blocks within our group, MIQ's revised mandate is to step out of the confines of the group to help foster a culture of outperformance, and shape quality evangelists in the country, in our own small way Mahindra's contribution to shaping the India of tomorrow.

On behalf of the Governing Council of MIQ, and on my own behalf, welcome to this journey to excellence.

A handwritten signature in white ink, appearing to read 'P. Goenka', with a stylized flourish underneath.

**Pawan Goenka**

Chairman - Governing Council, MIQ  
Executive Director & Group President (Auto & Farm Sector) and  
Member of the Group Executive Board

## From the Director's Desk



**MIQ is about the pursuit of business excellence, of creating the business leaders of tomorrow.**

Welcome to a voyage of learning and discovery; to a world of reflection, networking and knowledge; to India's premier school of quality - Mahindra Institute of Quality.

Set up as a residential institute nestled in lush green surroundings, the campus offers top-end infrastructure; a highly-rated faculty, both in-house as well experts and practitioners from industry and academia, and an ambience conducive to imbibing wisdom.

MIQ is an abode of learning, a knowledge-sharing hub where quality is a way of life; MIQ is about the pursuit of business excellence, of creating the business leaders of tomorrow. We invite you to join us on this intellectual journey to create change agents to drive organization-wide excellence.

In addition to our standard menu of offerings in the quality space - Quality Tools, Lean,

SSBB, TRIZ, SMED, VSM, HEP, et al - MIQ offers customized programs tailored to a specific industry context, and flagship Post Graduate Diploma programs in management focused on Manufacturing, Operations and Service, both for Mahindra as well as external participants.

MIQ's differentiator is its focus on implementation, of hand-holding participants to realise the benefits of content imbibed by them during classroom learning, and of undertaking quality management consultancy projects for corporates. Come, partner with us to benefit from our wide menu of offerings, to together create the enterprises of tomorrow.

Welcome aboard!

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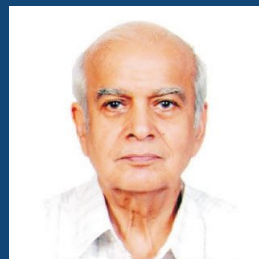
**Harsh Kumar**  
Director - MIQ

# Governing Council

The Governing Council (GC) of MIQ provides strategic direction to the institute and comprises of leaders from within and outside the group.



**Dr. Pawan Goenka**  
Executive Director & Group  
President (Auto & Farm Sector)  
and Member of the Group  
Executive Board - Chairman



**Dr. K Kumar**  
Ex-Director, Maruti Centre  
for Excellence



**Rajeev Dubey**  
Group President (HR & Corporate  
Services) & CEO (After-Market  
Sector) and Member of the Group  
Executive Board



**Prof. Karuna Jain**  
Director, National Institute of  
Industrial Engineering



**Dr. Anish Shah**  
Group President (Strategy) and  
Member of the Group Executive  
Board



**Harsh Kumar**  
Director, MIQ - Member  
Secretary

# Awards Won

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## Golden Peacock National Training Award

Golden Peacock National Training Award for Excellence in Training Practices.



## Asian Quality Leadership Award

Asian Quality Leadership Award for "Quality Excellence in Teaching and Learning Practices" from Dubai Chamber of Commerce.



## Quality Excellence and Leadership Award

Quality Excellence & Leadership Award presented at Singapore in the category "Excellence in Learning Outcomes".



## Asian Network for Quality Award



Award for Paper Presentation at ANQ Congress, Singapore.



Best Paper Award at Asian Network of Quality, Hongkong.

## Quality Council of India National Award

Award for achieving excellence through quality management education.





## An Institute Par Excellence

Mahindra Institute of Quality offers a unique learning experience to participants.

### 1. World-class training infrastructure at Nashik

The Institute's modern classrooms are equipped with state-of-the-art audio visual facilities. Participants are provided residential accommodation equipped with 24/7 internet connectivity in serene and peaceful surroundings. Also on offer are extensive recreation facilities like gymnasium, basketball, volleyball, table tennis and beyond.

### 2. Holistic program design

Classroom teaching through theory and case study sessions is complemented with visits to world-class company sites and through Self Learning Teams where participants learn by sharing experiences.

### 3. Balanced learning

MIQ encourages all-round development through indoor and outdoor activities and encourages participation in programs such as Yoga and Art of Living.

### 4. Focus on application of learning

Participants are expected to

undertake improvement projects in their organizations to apply classroom learning and these projects are supported through individual guidance and facilitation by MIQ's experienced program managers.

### 5. Faculty

Faculty comprises MIQ's in-house resources as well as leading quality management professionals from India and Japan. Guest speakers from various companies in the Mahindra group, and outside, are invited on a regular basis for knowledge sharing sessions.



## Why You Should Consider Us

- A professional training organization with in-house faculty.
- Track record of 10 plus years in training in manufacturing and service verticals.
- F16 Highlights:
  - 182 programs
  - 3700 participants
  - 340 projects completed
- Impacted business results for up to Rs 440 crores in the last 10 years through improvement projects undertaken by participants.
- Flexibility in terms of venue; in F16, 55% of the programs were conducted at client locations.
- Full-time faculty are experienced industry professionals; part-time specialized faculty is carefully selected, both from overseas and India, to address specific training needs.
- Facilitation for TQM roll-out at companies and handholding for Deming Application Prize.
- Expertise in consultation for Lean, Advanced Problem Solving and Operational Excellence.
- In addition to short duration programs, MIQ offers Post Graduate Diploma programs in Quality, Service and Operations.

# Customer Speak

Mahindra Institute of Quality believes in outperformance, and inculcates this approach among its participants as well. While companies have benefitted from MIQ courses, here's word from some leading corporate managers about their experience at MIQ:



Ms. Anita Arjundas,  
MD & CEO, Mahindra Lifespaces and  
President-Real Estate Sector

In an industry that is characterised by low process orientation, MIQ has mentored and supported the Real Estate Sector's efforts to build a robust organisation focussed on delivery of value to its customers.



Sujit Paul,  
National Head - Member Relations &  
Business Excellence, Mahindra  
Holidays & Resorts India Ltd.

The courses are well designed, highly informative, practical, and address the needs of a cross section of professionals to acquire knowledge of quality management tools. We started on yet another journey, first time ever, to blue print service requirements, and MIQ's ability to bring to us knowledge and information from world class organizations is commendable.



Dr. Jaideep Devare,  
Managing Director, Mahindra  
Insurance Brokers Limited

The programs run by MIQ have significantly benefited our team in terms of managing quality in individual departments and the organization as a whole. These programs have helped to enhance our culture of data based decision making, customer centricity, employee engagement, and knowledge sharing. We have also been able to move towards building a pro active approach to quality.



Pankaj Sonalkar,  
CEO, Mahindra Vehicle Manufacturers Ltd.  
Participant of Industry 4.0 program 2016

The program content and flow was very thoughtful. We got a fairly deep perspective of current trends and possibilities with Industry 4.0; our mind is set to look at business differently.



Sundarrajan P,  
VP-Elgi Business System, Elgi  
Equipments Limited

Due to our association with MIQ for more than five years, problem solving skills of MIQ trained employees has shown remarkable improvement. Our skill training institute for operators is one such outcome of MIQ learnings.



Vikrant Deshpande,  
Manager Business Excellence, Ceat Ltd.  
Participant of PGDQM 2015 program

Courses at MIQ give holistic 360 degree development to individuals. I am very confident that this program will help me in supporting my company to excel in the Deming journey."



Girish Tiwari,  
Vice President, Head - Electrical  
Standard Products Business, E&A, L&T

Practising managers teaching manufacturing concepts makes teaching extremely effective and easy to grasp by learners. This differentiates MIQ from other quality schools.



Niranjana Deshmane,  
Dy. Manager - Verito PU,  
Automotive Division, M&M Ltd.  
Participant of Human Error Prevention  
program

"Being in Manufacturing Quality Assurance for assembly line operations, we were facing many concerns related to human errors, and solutions were not derived through structured methods and their effectiveness fluctuated. HEP methodology is a structured approach to resolve such concerns.



Harsh Kumar



Rajinder Singh



Sharath Chandra Peddi



Samir Khachane



Mangesh Chirekhani



Milind Deshpande



Ashish Kumar Gupta



Rohit Pathak



Balachandar Sathananthan



Aliasger Udaipuri

## MIQ Internal Faculty Profile

### 1. Harsh Kumar

Former Managing Director, Mahindra Intertrade Ltd and Mahindra Steel Service Centre Ltd; Member, Group Executive Board, M&M Ltd.; currently Director-MIQ. Mechanical Engineer from IIT-D and PGDBM from XLRI, with over 37 years of experience; previously with the Tata Group. His expertise includes Manufacturing, Marketing and Sales, SCM, Strategic and Project Planning, Quality Management, Employee Development and General Management.

### 2. Rajinder Singh

Mechanical Engineer and PGDM, 30 years of experience; previously with Whirlpool, Sanyo and Voltas; managed operations and quality. His expertise includes TQM, Six Sigma, Lean and facilitation for Deming Model application and Change Management. He is certified in Six Sigma Black Belt.

### 3. Sharath Chandra Peddi

Mechanical Engineer, 23 years of experience in quality management; previously with TACO, Rane and Delphi. His expertise includes TQM, Advanced Problem Solving methodologies, Six Sigma Black

Belt, Design for Six Sigma and New Product Development.

### 4. Samir Khachane

Industrial Engineer, 22 years of experience; previously with M&M in Manufacturing Engineering, and SSA Business Solutions in the consulting domain. His expertise includes Lean and Six Sigma deployment in manufacturing and service sectors. He is certified in Six Sigma Master Black Belt and MOST.

### 5. Mangesh Chirekhani

Mechanical Engineer, 18 years of experience; previously with Toyota, Renault Nissan and Tenneco in quality management and manufacturing. His expertise includes TQM, Supplier Development and Problem Solving methodologies.

### 6. Milind Deshpande

Mechanical Engineer, 16 years of experience; previously with Honda Motorcycles and Scooters (I) Pvt. Ltd. His expertise includes TQM, Problem Solving methodologies and Human Error Prevention. He is certified in Six Sigma Green Belt.

### 7. Ashish Kumar Gupta

Production Engineer and MBA in Operations Management, 11

years of experience; previously with Deloitte, WNS Global Services and Renoir Group in the consulting domain. His expertise includes TQM, Balanced Score Card and Lean Six Sigma for the service sector.

### 8. Rohit Pathak

Mechanical Engineer and MBA in Supply Chain and Operations Management, 9 years of experience; previously with TAFE. His expertise includes TQM, Problem Solving techniques, Advanced Quality Tools and Six Sigma. He is certified in Six Sigma Black Belt from the Motorola University.

### 9. Balachandar Sathananthan

Mechanical Engineer with 9 years of experience; previously with TVS Sundaram and Anand group and Carraro India Ltd. His expertise includes Lean, TPS and TPM. He is certified in Six Sigma Green Belt.

### 10. Aliasger Udaipuri

Engineer and MBA in IT, having 9 years of experience; previously with Capgemini and Wipro. He is certified in Six Sigma Green Belt. His expertise includes TQM, problem solving, Six Sigma Green Belt and ISO 9000 in non-manufacturing industries.



Prof. Shu Yamada



N Kaneko



N Ramanathan



Dr. N Ravichandran



Bishwambhar  
Mishra



Deepak Chhibba



G Parthipan



Vineet Sharma



Prakash R Apte



Anil Sachdeva



Shunsuke Tsuda



Hiroshi Kubota

## MIQ External Faculty Profile

### 1. Prof. Shu Yamada

Professor in the Department of Administration Engineering at the Faculty of Science and Technology, Keio University.

### 2. N Kaneko

Executive Director of Service Quality Management Ltd. Member of the Japanese Society for Quality Control. His expertise includes Service Quality and Visual SOPs.

### 3. N Ramanathan

Former President-TQM, SRF; Governing Council Member, Indian Society for Quality (ISQ); Academician, International Academy for Quality, and member of its Examination Committee.

### 4. Dr. N Ravichandran

Former Executive Director, Lucas TVS Ltd. Member of various professional associations. Member of the academic councils of various engineering colleges and institutions in the country.

### 5. Bishwambhar Mishra

Former Director-MIQ and Chief Executive Tractors, Farm Mechanization and Construction Equipment, M&M

Ltd. His expertise includes General Management, Organizational transformation, TQM training and implementation and TMW assessment and facilitation.

### 6. Deepak Chhibba

Previously with HUL, Gabriel and Colgate Palmolive. Managed businesses, supply chain, global procurement, manufacturing operations and project management. His expertise includes Lean manufacturing, Operational excellence and TMW assessment. and facilitation.

### 7. G Parthipan

President, Rane TRW Steering Systems Ltd. Handled various functions like Process Engineering, Sourcing and Operations. Spearheaded the TQM movement at Rane TRW Steering Systems Ltd. leading to the award of the Deming Grand Prize.

### 8. Vineet Sharma

Executive Vice President, Max New York Life Insurance Company heading the Corporate Quality function. Previously with GE Capital India. His expertise includes TQM and Six Sigma.

### 9. Prof. Prakash R Apte

Ex-Professor, IIT Mumbai. His expertise includes improving innovation and reliability of electronic devices, creating next generation products/processes through innovation tools of TRIZ, and Quality improvement/Cost reduction by Taguchi Methods.

### 10. Anil Sachdeva

President, TQMI. He has been leading the Six Sigma deployment team at TQMI for over a decade. His expertise includes Lean, DWM, NPD, DFSS, etc.

### 11. Shunsuke Tsuda

Former Sr. General Manager, Hitachi India Ltd. His expertise includes Lean implementation.

### 12. Hiroshi Kubota

Director, Daikyo Nishikawa Corporation (DNC); Lead Examiner, Deming Application Prize Subcommittee; Examiner and Chairman of the TPM (Total Productive Maintenance) Excellent Award Committee, and, Honorary member, Japanese Society for Quality Control.

# Programs Offered

**The programs offered are of two types:**

- a) Regular programs announced through the Training Calendar
- b) Customized programs based on specific customer requirements

**Venue:** MIQ's residential Training Centre at Nashik, or any other venue preferred by the Client.

**Programs are designed to address varying needs of participants' experience, and complexity, as follows:**

① Participants with 2 to 4 years of experience: such Programs are called "**Essentials of**" and are meant for those in entry level roles.

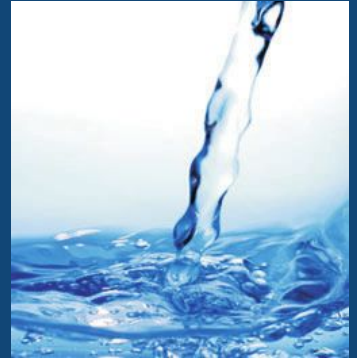
② Participants with 5 to 8 years of experience: such Programs are called "**For Practitioners**" and are meant for managers.

③ Participants with 9 and above years of experience:

such Programs are called "**For Professionals**" and are meant for those who need exposure to cutting edge knowhow and are driving change at the workplace.

④ Certification Programs are "**Post Graduate Diploma in Quality Management in Manufacturing, Service or Operations Management**" or Yellow Belt, Green Belt & Black Belt programs.





## Some of our unique offerings

### Flagship Programs

Post Graduate Diploma programs in Quality and Operations Management. There are three programs offered under this category: PGDQM-Manufacturing, PGDQM-Service and PGDOM, each program being of 6-7 weeks duration spread over three phases. These programs aim to create change leaders to drive quality/operations management.

### Innovation through TRIZ

Program aims to solve innovation problems and develop competency in systematic innovation.

### Human Error Prevention

The workshop covers the principles of human error prevention and imparts skills to use human error principles.

### Visual SOPs

Program seeks to overcome challenges faced in standardization through written documents.

### Industry 4.0

Program seeks to provide insights into the digital revolution currently underway which will impact most manufacturing companies.

### Energy Conservation

Program aims to enhance energy conservation awareness for effective asset selection, resource utilization, process optimization and operational efficiency.

### Water Management

Program aims to create awareness about various water streams to be planned in a new manufacturing facility; business risks arising from water scarcity and

effective water utilization and process optimization.

### Waste Management

The program aims to create awareness about various techniques to reduce waste generation, segregation of waste, effective handling, utilisation, and recycling of waste and to optimise processes by improving efficiency.

### Technology Programs

Programs developed in collaboration with Mahindra Leadership University to impart specific technology expertise. Programs offered under this category are Manufacturing Excellence, Machining, Painting Technology & Practices, Lean & TPM, Supply Chain Management and Gear Manufacturing for varying experience levels.

## Programs for the Manufacturing Sector

Category	Programs
Post Graduate Diploma Programs	Post Graduate Diploma in Quality Management Post Graduate Diploma in Operations Management
Quality Management	Essentials of Quality Management Quality Management for Practitioners
Quality Tools	New QC Tools QC Circles Shainin Design of Experiments (DOE)
Quality Management System	ISO TS 16949 System & Process Audit Competency Development
Problem Solving	Mahindra Yellow Belt Mahindra Green Belt Lean Six Sigma Black Belt
Manufacturing Excellence	Essentials of Manufacturing Excellence Manufacturing Excellence for Practitioners Essentials of Lean Manufacturing & TPM Single Minute Exchange of Dies (SMED) Value Stream Mapping (VSM) Visual Work Place
Process Development, Optimisation & Control	Design of Experiments (Classical) Design of Experiments (Shainin) Process Failure Mode Effect Analysis (PFMEA) Statistical Process Control (SPC) & Measurement System Analysis (MSA)
Reliability	Design for Six Sigma Essentials of Reliability Engineering Advanced Reliability Engineering
Daily Work Management	Daily Work Management and Standardization
Project Management	Essentials of Project Management
New Product Development	New Product Development Voice of Customer (VoC) & Quality Function Deployment (QFD) Design Review and Failure Mode Effect Analysis (DFMEA) Production Part Approval Process (PPAP) APQP
Innovation	Innovation through TRIZ
Human Error Prevention	Human Error Prevention Workshop
Process Technology	Essentials of Gear Manufacturing Advanced Gear Manufacturing for Practitioners Essentials of Machining Advanced Machining for Practitioners Essentials of Paint Technology Advanced Paint Technology for Practitioners Essentials of Foundry Technology Advanced Foundry for Practitioners Essentials of Assembly Techniques Essentials of Automotive systems
Supply Chain Management	Essentials of Supply Chain Management Advanced Supply Chain Management for Practitioners
Sustainability	Energy Conservation-The Mahindra Way Water Management-The Mahindra Way Waste to Wealth
Digitization in Manufacturing	Industry 4.0

## Programs for Service Sectors like Financial Services, Construction/Real Estate, Hospitality, IT etc. and Support Functions

Category	Programs
Post Graduate Diploma Programs	Post Graduate Diploma in Quality Management Post Graduate Diploma in Operations Management
Quality Management	Essentials of Quality Management
Quality Tools	New QC Tools FMEA
Problem Solving	Systematic Problem Solving Mahindra Green Belt Six Sigma Black Belt Lean
Daily Work Management	Daily Work Management and Standardization
Project Management	Project Management
New Product Development	New Product Development
Visual SOPs	Achieving Quality through Third Generation Visual SOPs
Human Error Prevention	Human Error Prevention Workshop



For enquiries please contact Rajinder Singh, Dean-MIQ at [singh.rajinder@mahindra.com](mailto:singh.rajinder@mahindra.com), or Kavita Lodha at [lodha.kavita@mahindra.com](mailto:lodha.kavita@mahindra.com)

# Consulting Assignments



MIQ provides consultation in the areas of Quality Improvement, Advanced Statistics, Daily Work Management, Lean, TQM coaching, and beyond.

Examples of consulting assignments handled by MIQ:

## 1 Plant rejections

**Client:** Large automotive equipment manufacturer

MIQ worked on an assignment to reduce process rejections at this manufacturer's plant. This involved training of the team on critical quality tools including Problem solving, Shainin techniques, Regression analysis and Classical Design of Experiments; application of such tools on shop-floor projects, and facilitation to identify causes contributing to high rejections. Overall rejections in die casting were reduced by 50% over a 9 month period.

## 2 Lean

**Client:** Large automotive service dealership

An assignment on Implementation of Lean practices was taken up by

MIQ, with a focus on 5S and tool management.

Improvement projects were identified on vehicle flow management, and inventory reduction, leading to significantly higher productivity levels and lowered cost of service.

## 3 Daily Work Management (DWM)

**Client:** Leading Engineering, Construction and Project Management major

MIQ has facilitated the implementation of Daily Work Management practices at two of their units. The assignment involved training the team on DWM methodology, development of a model area, and horizontal deployment across both units. At the same time, quality improvement projects to address chronic problems were facilitated by MIQ

involving training on systematic problem solving tools, and hand holding on DPM (defects per million) reduction, leading to significant benefits.

## 4 TQM roll-out and handholding for Deming Application Prize

**Client:** Large integrated steel plant

MIQ has been engaged by this company to assist with their TQM roll-out, and prepare them to apply for the Deming Application Prize.

## 5 Service Blueprinting

**Client:** Leading hospitality major

A Service Blueprinting assignment for their reservation process was taken up by MIQ leading to development of behavioural standards and deployment of a Service Excellence framework for their member relations team.

## Our Non-Mahindra Clientele

**ACC**

  
**ASHOK LEYLAND**

**BEHR**

 **BLUE STAR**

 **BOSCH**

**BRIGHT**  
AUTOPLAST

**CEAT**

 **Chola**  
*Enter a better life*

**DCM**  
TEXTILES

 **EICHER** GO PRO

**ELGI**

  
indus  
TOWERS

 **JSW**

 **LARSEN & TOUBRO**  
It's all about Imagineering

 **LEAR**  
CORPORATION

 **MILACRON**

  
Pernod Ricard India

**Rane**  
Expanding Horizons

**SIEMENS**

  
**sona**  
Driving Tomorrow

  
ASHOK MINDA GROUP

 **Sundaram-Clayton Limited**

  
**Visteon**

**WELSPUN**  
  
Dare to Commit





**Mahindra Institute of Quality**

#### **Corporate Office**

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[www.miq.in](http://www.miq.in)

#### **Campus**

Mahindra Institute of Quality, Govardhan Village,  
Next to Yashwantrao Chavan Maharashtra Open University (YCMOU),  
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Tel: 0253 - 2200812/2200813