

Achieving Excellence through Quality Management Education and Training at Mahindra Institute of Quality

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Introduction

Professor Ishikawa had opined that TQM starts & ends with TQM trainings. The traditional approach of TQM trainings has been to conduct skill building program & then post training participants usually implement learning by self effort. There are many challenges in this approach, like inspiring participants to apply their learning at work area and linkage of training with business results. Due to lack of linkage of training with Business results, trainings do not get adequate attention from organizations.

Spreading excellence through TQM education and training is a dire need in India. Mahindra Institute of Quality (MIQ) took up this challenge and launched a project with the purpose of providing international level of TQM Education & Training and linking them with business results.

Introduction of Parent Company: Mahindra and Mahindra Ltd.

Mahindra & Mahindra Ltd. is a USD 15.4 billion multinational group based in Mumbai, India. Mahindra employs more than 144,000 people in over 100 countries. The Mahindra Group is essentially many companies united by a common purpose—to enable people **to Rise**—key industries such as utility vehicles, information technology, farm equipment, and vacation ownership. The Mahindra Group resonates with quality in every sphere of its activities. Being among the top 10 industrial houses in India and with over 60 years of business experience, Mahindra has become one of the most respected brands in the country. In 2003, the Farm Equipment Sector became the first tractor company in the world to win the coveted Deming Application Prize and later on also received the Japan Quality Medal, one of the highest global accolades for quality. In 2011, Mahindra featured on the Forbes Global 2000 list, a listing of the biggest and most powerful listed companies in the world. Dun and Bradstreet also ranked Mahindra at No. 1 in the automobile sector in its list of India's Top 500 Companies. In 2010, Mahindra featured in the Credit Suisse Great Brands of Tomorrow.

Introduction of Mahindra Institute of Quality (MIQ)

Recognizing the need for developing expertise in continuous quality improvement in today's highly competitive business environment, Mahindra and Mahindra Ltd., set up the Mahindra Institute of Quality (MIQ) for corporate training in comprehensive Quality Management. Mr. B. Mishra, Former CEO of M&M's Farm Equipment Sector, is the Director of the institute.

A Governing Council headed by Dr. V. Krishnamurthy, Chairman, National Manufacturing Competitiveness Council and Member Prime Minister's Council on Trade and Industry, provides strategic support and guidance to MIQ. Other members of governing council include Mr. Tadaaki Jagawa, President & CEO, Union of Japanese Scientists and Engineers (JUSE), Tokyo, Dr. Hitoshi Kume, renowned quality expert and some visionary industrialists from India.

MIQ campus has been setup at Nashik and the team at Nashik is headed by Mr. Rajinder Singh, Dean and Vice President who is supported by an academic and administrative team. The Institute's modern class rooms are equipped with state of the art audio visual facilities. All participants are provided residential accommodation equipped with 24 x 7 internet connectivity – all placed in serene and peaceful surroundings. These are backed by extensive recreating facilities like gymnasium, basket ball court, volley ball court, table tennis etc.



*Photograph of
Mahindra Institute of Quality*

MIQ offers the following programs:-

- **General Competency Building Programs**
 - Quality Management Essentials for Junior Management
 - Advanced Quality Management for Practitioners
- **Specific Competency Building Programs**
 - New Product development
 - Design for Six Sigma
 - Design of Experiments
 - Six Sigma - Yellow Belt
 - Six Sigma - Green Belt
 - Six Sigma - Black Belt

- **Flagship Program on Advanced Quality Management**
 - Post Graduate Diploma in Quality Management (PDGQM)
- **Customized Training for External Companies**

BRIEF ON CASE STUDY:

Achieving Excellence tThrough Quality Management Education and Training

In this project, structured **7 Step Methodology** called, **Task Achieving QC Story**, propounded by Dr. N. Kano was followed, viz. **Understand Problem, Set Up Task, Explore and Select Scenarios, Implement Scenario, Confirm Effect, Transfer to Daily Management and Conclusion.** Diagnosis was done using tools like **Situational Analysis, Benchmarking, Voice of Customer, Quality Function Deployment, Affinity Diagram and Relationship Diagram.**

The approach taken was to identify critical areas which can enhance TQM competency building and to simultaneously link competency building to business results. Following solutions were identified:-

- Unique Training Methods
- World Class Residential Education & Training Infrastructure
- International Faculty
- Self Learning Teams
- Industrial Visits
- Building a Mindset of 'Application of Learning'
- Post – Training Application at Work Place
- Mechanism to Monitor Post-Program Application
- Measurement of Results

Sustainability of approach and results were measured through Kirkpatrick model. The results of 1660 post training improvement projects proved substantial benefit of Rs. 86 Crores from this initiative, apart from intangible benefits like improved motivation.

From this case study the conclusion can be drawn that with effective training, post program implementations and continuous PDCA cycle, Quality Management trainings can give substantial benefits to a company. The results from QM education & training ultimately pay themselves many fold.

In future Mahindra Institute of Quality is looking forward to further expand the programs to Supplier Excellence, Service Excellence and Sustainability.

The value of this case study is for the Operational and HR managers involved in TQM capability development in manufacturing and service companies.