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Indian Foundation For  
Quality Management

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# **IFQM Academy Learning Solutions**



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# IFQM Academy for *Business Excellence*

Redefining Quality. Building Capabilities. Driving Results.

## Mission

Contribute to achieving business excellence with powerful learning solutions for Cultural capabilities and Collective capabilities to support Strategy and Sustainability of IFQM members and industry at large.

## Unique Value Proposition through Learning Solutions

### Action Learning Projects

- Key business challenges (problems or opportunities) as action learning
- Cross industry learning and support
- Business impact measurement

### Communities of Practice

- Capabilities in areas of national importance
- Multiple cohorts in succession to build pool
- Within industry and across industry with consultations by experts

## Learning Solutions

26 in 2025-26	Leaders, Professionals	3 to 15 days	Experiential Learning
36 in 2026-27	Associates, Trainers	Blended	3 to 6 months


### Coaching/Mentoring


- Globally renowned faculty for lessons and coaching of projects
- Black belt in respective areas for handholding of action learning projects


### Experiential Learning


- Process driven design and deployment of programs
- Assessments based certifications
- Project reviews with weightage in assessments
- Start learning with ALPs

## Centers of Excellence

 Enterprise Excellence

 Operational Excellence

 Innovation Excellence

 Skilling Excellence

 Supply Chain Excellence



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## Learning Solution Deployment Process

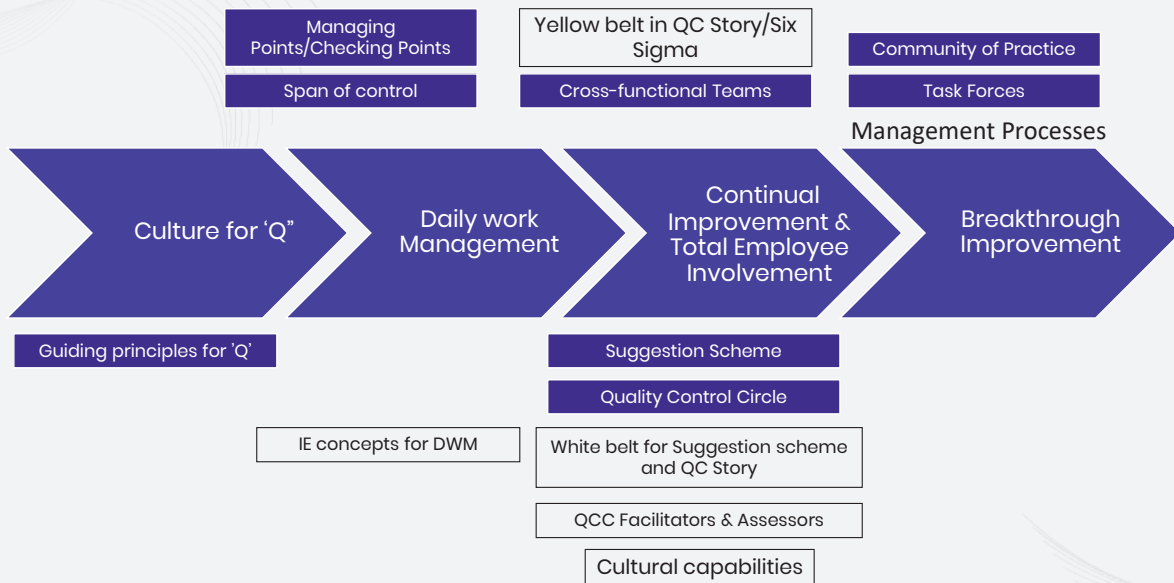


## Founding Members

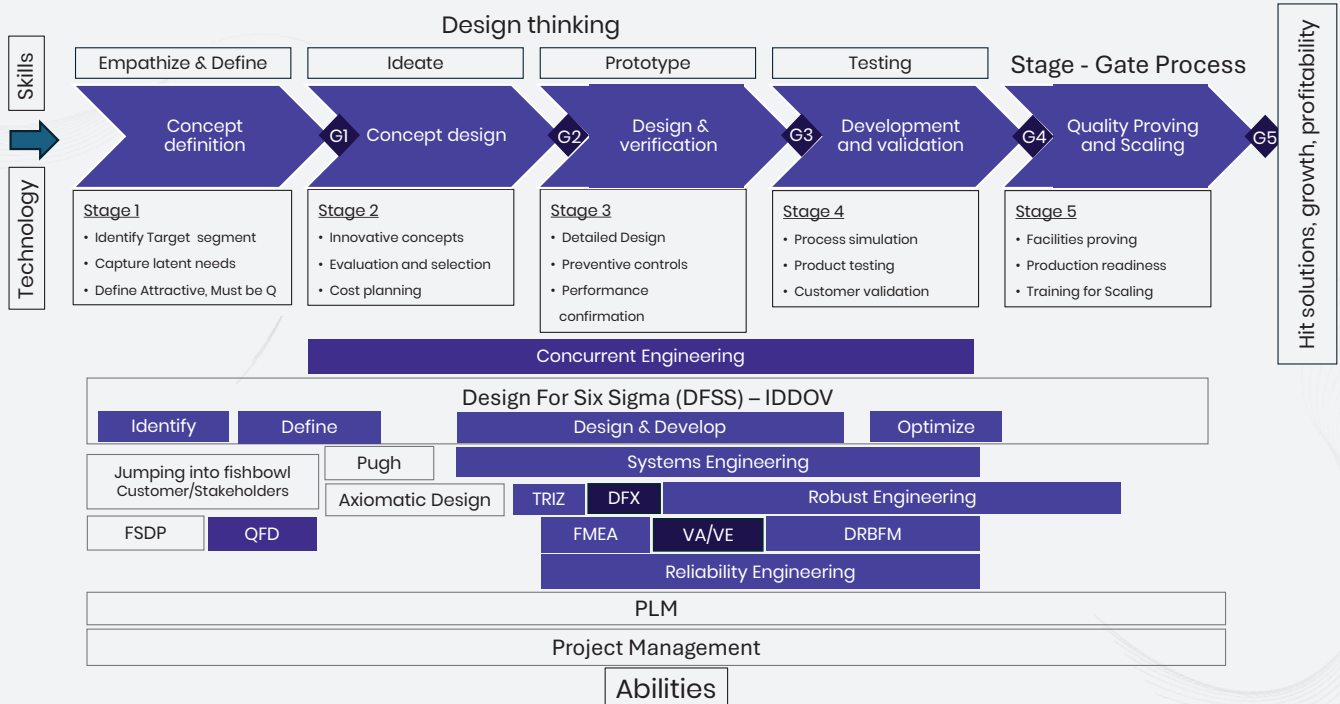




## Model for Enterprise Excellence

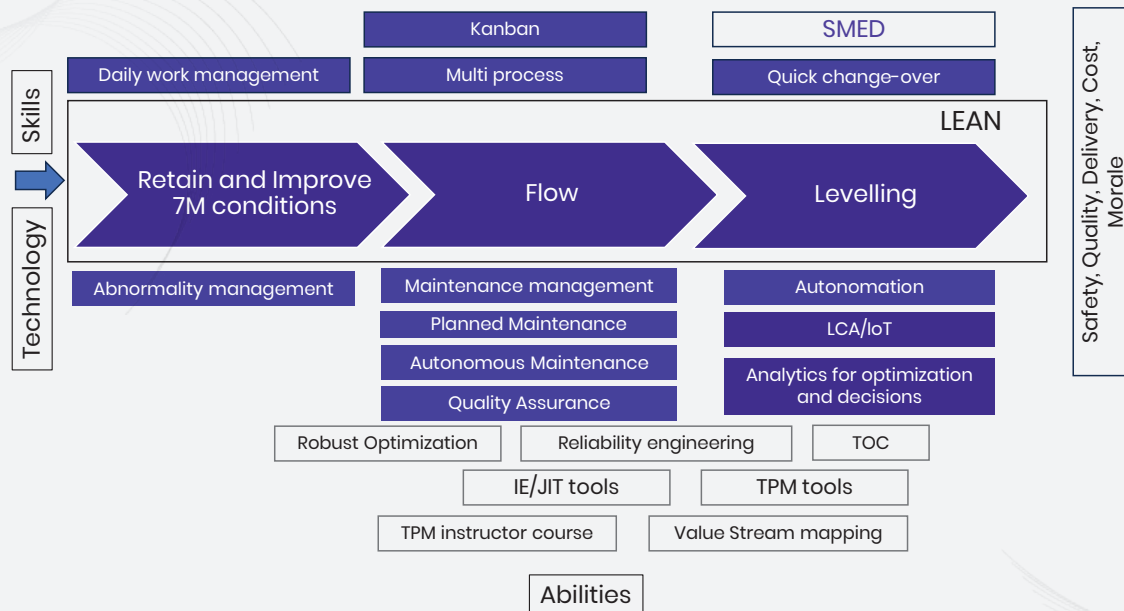


## Model for Innovation Excellence

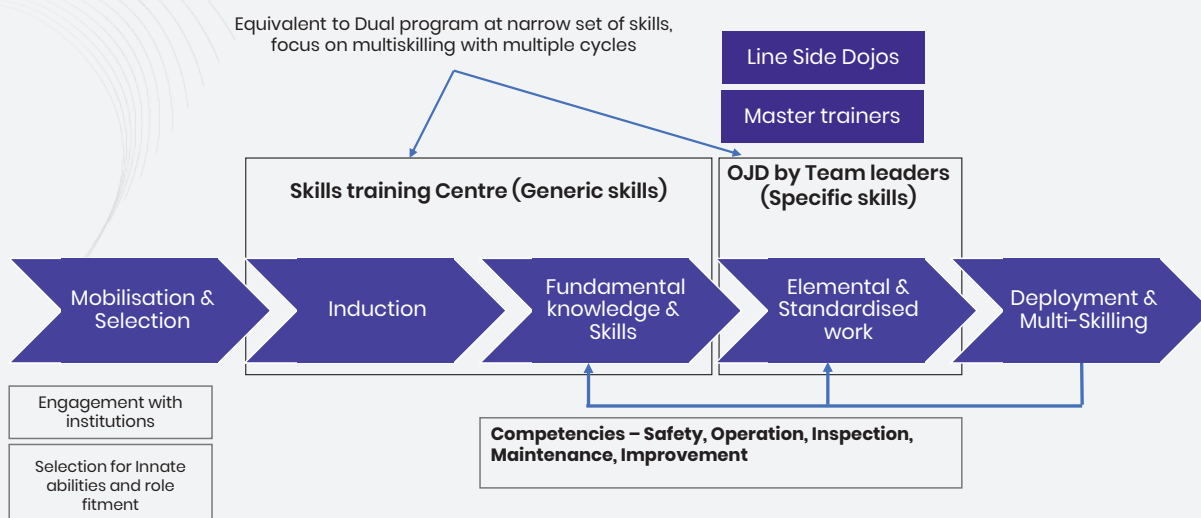




## Model for Operational Excellence



## Model for Skilling Excellence



## Learning Solution Schedule 2025-26

#	Code	Learning Solutions	Audience	Duration	Contact Days	Launch
				Months	Days	
1	ENAT0101	Guiding Principles and Big 'Q'	Multiple	3	6	Oct-25
2	ENAT3102	Managing Point and Checking Point	Leaders	3	6	Dec-25
3	ENAT0103	Daily Work Management	Multiple	3	6	Aug-25
4	ENAT1105	Problem Solving for Associates	Associates	4	8	Oct-25
5	ENAT2106	QCC Facilitators	Professionals	3	6	Nov-25
6	ENAT2107	QCC Assessors	Professionals	3	6	Nov-25
7	ENAT2109	Problem Solving for Professionals	Professionals	5	8	Feb-26
8	ENPT2114	5S for Practicing Professionals	Professionals	3	6	Sep-25
9	INAT2212	Project Management	Professionals	5	10	Jan-26
10	INAT2220	Robust Engineering - Taguchi Methods	Professionals	6	12	May-25
11	INPT2222	Integrated FMEA (D)	Professionals	5	8	Mar-26
12	INAT2224	Value Engineering, Value Analysis	Professionals	5	10	Feb-26
13	OPPT2301	Awareness revolution, 7M conditions - Cascade program	Professionals	5	10	Oct-25
14	OPPT2302	Retention of 7M conditions and Improvement	Professionals	5	8	Jan-26
11	OPAT2304	IE/JIT tools	Professionals	5	8	Feb-26
15	OPAT2306	SMED	Professionals	3	6	Mar-26
16	OPAT2308	OR optimization for decision enablers - Level 1	Professionals	6	12	Jun-25
17	SKAT2401	Identification of innate abilities (Traits, Motives, Values, Dexterity) fundamental knowledge and skills with task analysis	Professionals	3	6	Jun-25
18	SKAT2402	Mobilization and Selection	Professionals	3	6	Jun-25
19	SKAT2403	Induction of New Employees	Professionals	3	6	Jun-25
20	OPAT2308	OR optimization for decision enablers - Level 1	Professionals	6	12	Jun-25
21	JPAT4003	TPM Instructor course (JIPM)	Professionals	6	12	Sep-25
22	SKAT2401	Identification of innate abilities (Traits, Motives, Values, Dexterity) fundamental knowledge and skills with task analysis	Professionals	3	6	Jun-25
23	SKAT2402	Mobilization and Selection	Professionals	3	6	Jun-25
24	SKAT2403	Induction of New Employees	Professionals	3	6	Jun-25
25	SKAT2404	Development of Fundamental Knowledge and Fundamental Skills	Professionals	3	6	Sep-25
26	SKAT3405	On the Job Development with Line Side DOJO	Professionals	4	8	Dec-25



## Learning Solution Schedule 2026-27

#	Code	Learning Solutions	Audience	Duration	Contact Days	Launch
				Months	Days	
1	ENPT3104	Setting up TEIAN and QCC system for TEI of Associates	Leaders	4	8	Apr-26
2	ENPT3108	Setting up CFT system for TEI of Managers and Professionals	Leaders	5	8	Jun-26
3	INPT2217	Pugh Matrix	Professionals	4	8	Apr-26
4	INAT2219	Innovation tool – TRIZ (D)	Professionals	6	12	Apr-26
5	ENAT2111	CFT Assessment	Professionals	4	8	May-26
6	ENAT3112	Policy Management and Breakthrough Management	Leaders	4	8	Aug-26
7	ENPT2113	Leveraging the CoPs/CFTs for Breakthroughs in Operations and Innovation Processes	Professionals	4	8	Jan-27
8	JPAT3001	Program for Quality Management for Top Management (JUSE)	Leaders	6	12	Jul-26
9	JPAT3005	Japan Study Mission	Leaders		12	Jul-26
10	INPT2201	Innovation models – Design thinking, Stage-Gate, Concurrent engineering, Product Life Cycle Management	Professionals	4	8	Jun-26
11	INAT2202	Assessing the Skills and Technology for Capabilities	Professionals	3	6	Jul-26
12	INPT2203	Concept Definition	Professionals	3	6	Aug-26
13	INPT2204	Concept Design	Professionals	3	6	Oct-26
14	INPT2205	Design and Verification	Professionals	3	6	Jun-26
15	INPT2206	Development and Validation	Professionals	4	8	Jul-26
16	INPT2207	Quality Proving and Start of Mass Production	Professionals	4	8	Sep-26
17	INPT2208	Gate Review System	Professionals	3	6	Apr-26
18	INAT2209	Design For Six Sigma (IDDOV)	Professionals	6	12	May-26
19	INPT2210	Concurrent Engineering	Professionals	5	10	Jun-26
20	INPT2211	Product Lifecycle Management	Professionals	5	10	Aug-26
21	INAT2213	Target Costing	Professionals	4	8	Oct-26
22	INAT2214	Jumping into the Fishbowl	Professionals	3	6	Nov-26
23	INPT2215	Five Step Discovery Process	Professionals	3	6	Nov-26
24	INPT2216	Quality Function Deployment	Professionals	5	8	Dec-26
25	INAT2218	Systems Engineering	Professionals	5	8	Feb-27
26	INAT2219	Innovation tool – TRIZ (D)	Professionals	6	12	Apr-26
27	INAT2221	Reliability Engineering	Professionals	6	12	May-26
28	INAT2223	Design Review Based on Failure Modes	Professionals	5	8	Jul-26
29	INPT2225	APQP	Professionals	5	8	Sep-26
30	INPT2226	Production Part Approval Process (PPAP)	Professionals	5	8	Oct-26
31	INPT2227	Innovation Metrics and Measurement	Professionals	4	8	Mar-27
32	OPPT2303	Concepts of flow and design for flow	Professionals	6	12	Apr-26
33	OPAT2305	Reliability Engineering –RCM	Professionals	6	12	May-26
34	OPPT2307	Concept of Levelling and design	Professionals	6	12	Jul-26
35	OPAT2310	OR optimization for decision enablers – Level 2	Professionals	6	12	Aug-26
36	JPPT2004	Accelerated TPM for MSME (JIPM)	Professionals	5	10	May-26



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# 5S Implementation through Rapid Transformation

## Purpose

Designed to embed operational discipline and cultural excellence, the program empowers teams to transform workplaces into safe, efficient, and sustainable environments through 5S – Sort, Set in Order, Shine, Standardize, Sustain

## Quick Wins +

Long-Term Impact: Visible improvements in days, sustained by audits.

## Cultural Shift

Embeds 5S as a mindset, aligned with strategy.

## Scalable

Works across hospitals, manufacturing, services, supply chains.



**Unique Features**  
Action Learning in Real Areas: Immediate transformation via model area workouts.



**Value to Organizations**  
Cultural Shift: Embeds 5S as a mindset, aligned with strategy.

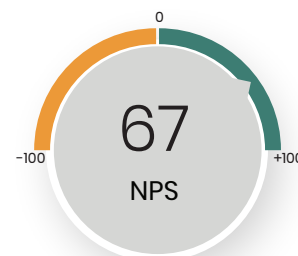
Launched in Pharma and Healthcare.



104 participants across 10 model areas with multiple projects.



High ratings: 3.9/4 on relevance, effectiveness, and engagement.



Strong Net Promoter Scores (NPS) across phases.



**3-Phase Approach (5 Months):**  
Implement Sustain Scale.



**Rubric-Based Assessments:** 10 criteria, 4 maturity levels.



**Team Ownership & Recognition:** Participation, daily quizzes, recognition culture.



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# Decision Science for Enterprise Excellence

## Purpose

Equips managers and professionals to formulate, model, and solve real business problems using optimization, simulation, and analytics — driving both strategic and operational impact.

## Transform Decisions

Apply LP, IP, MILP, Simulation, and advanced analytics.

## Achieve Results

Direct cost savings, efficiency, and strategic outcomes.

## Build Capabilities

Equip leaders to tackle complex business challenges.

## Cross-Industry Learning

Benchmark across manufacturing, pharma, and services.



### Unique Features

Structured Format: 9 days classroom + 3 days online coaching + reviews.



### Value to Organizations

Action Learning Projects: 15 live projects, expert-reviewed, moving from problem to solution.

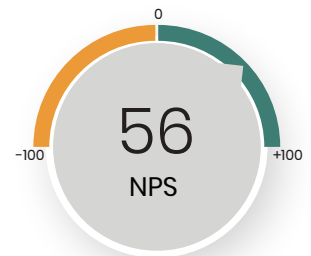
Launched in Automotive, Manufacturing, Healthcare, Pharma.



28 participants  
| 6 companies  
| 15 projects



High ratings: 3.5/4  
on relevance,  
Learning, and  
engagement.



Strong Net Promoter  
Scores (NPS) across  
phases.

### Global-Local Faculty

Purdue University, IIM  
Mumbai, industry  
experts, and CoP  
coaches.

### Hands-On Tools

Excel Solver,  
Python, Gurobi,  
industry-aligned  
cases.

### Rigorous Assessment

Evaluated on impact,  
feasibility, cost  
savings, and insights.



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# Assessment Center Observer (ACO) Certification



## Unique Features

Role plays, group tasks,  
and Behavioral Event  
Interviews (BEI).



## Value to Organizations

Scientifically assess &  
develop managers.  
Learn and compare  
across sectors.

## Purpose

Builds internal capability  
to identify, assess, and  
develop talent through  
structured, scientific  
methods. Equips  
participants to act as  
**certified observers**,  
enabling evidence-based  
decisions in leadership  
development and  
succession planning.

## Strengthen Leadership Pipeline

Scientifically assess & develop  
managers.

## Evidence-Based Talent Decisions

Promotions, succession,  
hiring with confidence.

## Scalable Capability

Build certified internal  
observers; reduce reliance on  
externals.

## Cross-Industry Benchmarking

Learn and compare across  
sectors.

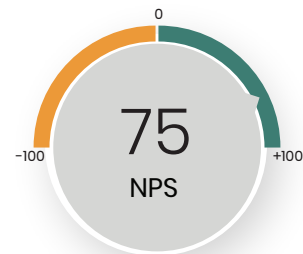
## Launched in Academia, Pharma, Healthcare.



30 participants |  
28 certified.



High ratings: 3.5/4  
on relevance,  
Learning, and  
engagement.



Strong Net Promoter  
Scores (NPS) across  
phases.

### 3 Phases of Learning

Orientation  
Preparation Action  
Learning (8 days  
in-person + online).

### Rubrics-Based Certification

Rigorous evaluation on  
observation quality  
and evidence-based  
assessment.

### Rigorous Assessment

Evaluated on impact,  
feasibility, cost  
savings, and insights.



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# Taguchi Method for *Robust* Optimisation

## Purpose

Equips managers and professionals to sense opportunities, define projects, and apply Taguchi Methods to optimize product and process designs. Builds organizational capability in robust engineering, parameter design, and tolerance design, System Behaviour Testing (SBT), Mahalanobis-Taguchi System (MTS) and T-Method to ensure quality, reliability, and cost-effectiveness from the start.

**78% participants** confident to independently drive robust optimization projects.

## Achieve Results

2 projects achieved solution-ready status

4 projects in advanced optimization stages

3 projects refining design parameters



### Unique Features

Structured Format : 6-month blended program with 7 seminar sessions (3.5 hrs each) and 5-7 team coaching sessions conducted online.



### Value to Organizations

Develop in-house expertise in robust optimization and Taguchi methods.

## Launched in Manufacturing, Pharma.



18 participants from 4 companies initiated 9 ALPs, with all 18 expected to complete certification..

### Expert Faculty:

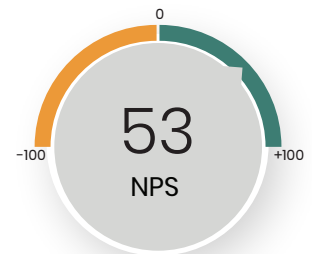
Mr. Shin Taguchi, global authority on robust design with 40+ years of experience and 4,000+ cases across industries.



Participants rated program highly for relevance (3.5/4), engagement (3.6/4), and learning outcomes

### Practical Application

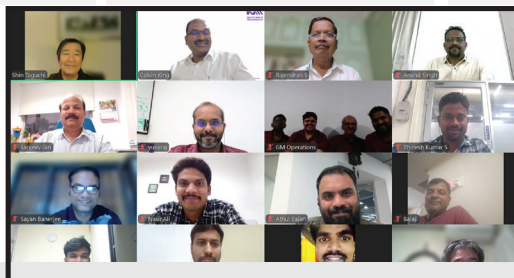
Participants conduct physical experiments and/or simulations using real business challenges in R&D, production, or quality.



Net Promoter Score (NPS): +53

### Rigorous Evaluation

Certification based on rubrics covering business impact, robustness achieved, cost savings, and implementation readiness.



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