



Indian Foundation For  
Quality Management

# Decision Science for Enterprise Excellence – Level 1 Cohort-2









## IFQM Academy for *Business Excellence*

### Mission

Contribute to achieving business excellence with impactful learning solutions for building cultural and collective capabilities to support Strategy and Sustainability of IFQM members and industry at large.

## Data-driven decision making using Operations Research

### Program outcomes

-  Sense and frame enterprise level business problem/decision challenges
-  Identify the data requirements and availability for modelling the given business problems/decision challenges
-  Formulate the model of the given business problem/ decision challenge
-  Solve the model using appropriate solution methodology and validate it
-  Identify the critical parameters using sensitivity and scenario analysis
-  Evaluate the data ecosystem required to build the Decision Support System
-  Build and institutionalize the decision support system
-  Identify the opportunities for horizontal deployment

**Upcoming cohort**  
Action Learning Project  
finalisation: Jan–Feb 2026  
Learning session  
start: 09 Mar 2026

### Who is this program for?

Senior Professionals in:

Production engineering/  
Manufacturing Systems engineering

Manufacturing/Business  
operations

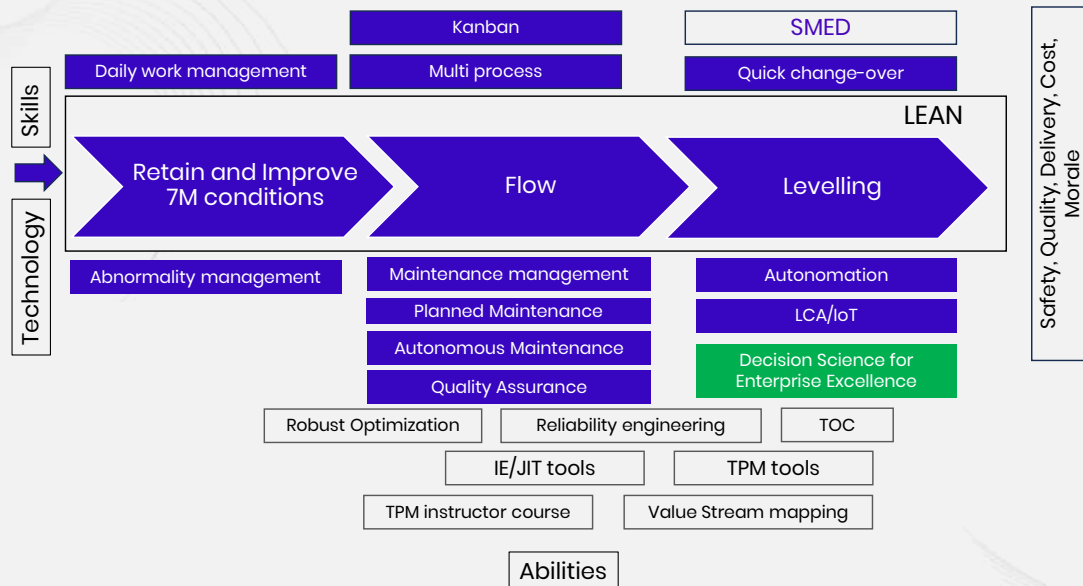
Supply chain, Sales planning  
and Logistics

Strategy, business planning

Financial planning

Preferably 10 yrs of experience in  
business processes, data  
environment  
with good foundation in high school  
Mathematics and awareness of the  
choices of  
decision technologies

## IFQM Model of Operational Excellence



Operational Excellence is key for Indian enterprises to stay competitive, requiring strong organisational capabilities across skills, processes, and technology. The IFQM Academy for Business Excellence strengthens these capabilities by complementing member companies' L&D efforts through powerful, lean-based learning solutions—starting with its flagship Decision Science for Enterprise Excellence (DFSS) program built on Operations Research (OR).

Level 1 program will focus on tactical/operational problems using Linear Programming (LP), Integer Programming (IP) and Mixed Integer Linear Programming (MILP) techniques of quantitative methods for optimization.

## Facilitators and Coaches



The program is facilitation by Dr. Abhijit Deshmukh, a global expert in systems engineering and strategic decision-making, and IIM Mumbai faculty members. IIM Mumbai will be the Knowledge Partner, ensuring strong academic rigor. Industry coaching is provided by Dr. Nitin Sachdeva, Principal Data Scientist, TVS Motor Company, and Mr. Abhay Malik, Business Planning Manager, TVS Motor Company, offering practical insights and hands-on guidance to drive real-world application.

## Duration: 6-7 months

Batch size

**30** [2 participants per Action Learning Project]

**Investment**  
Rs. 2,74,000 per participant + taxes as applicable

The program will be conducted with 9 days of in-person sessions along with 3 online coaching sessions for each team.

Decision Science for Enterprise Excellence (DSEE) – Level 1 Program																										
No.	Process Description	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				
		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24	Week 25
1	Module 1, 2 & 3	M1									M2								M3							
2	Coaching 1, 2, & 3						C1								C2								C3			
3	Summative Assessment																									
4	Project Final Review																									
5	Certification																									

S - Seminar



C - Coaching





Indian Foundation For  
Quality Management

# Decision Science for Enterprise Excellence – Cohort 01 Customer Experience

## Purpose

Equips organizations to achieve profitable growth through improved predictability and effectiveness in the whole of supply chain by rigorous application of systems thinking, optimisation and decision making principles and tools

## Results

10 projects completed with business benefits.

5 projects in advanced stage of completion

2 IT enabled Decision Support Systems being built



### Unique Features

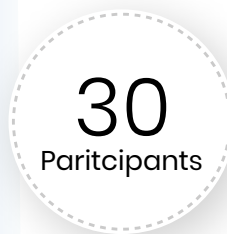
Structured Format: 9 days classroom + 3 days online coaching + reviews.



### Value to Organizations

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

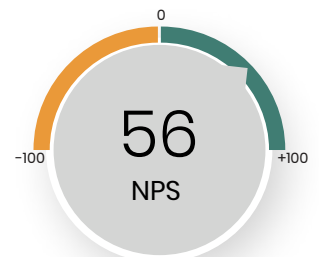
Launched in Automotive, Manufacturing, Healthcare, Pharma.



6 companies  
15 projects



High ratings: 3.4/4 relevance (3.4/4), Learning outcomes (3.1/4), engagement (3.4/4) and Learning operations (3.4/4).



Net Promoter Scores (NPS): +56

### Hands-On Tools

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

### Rigorous Assessment

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

“The Decision Science Program effectively bridged theory and real-world application.”

Chaitanya  
Deputy Manager, Centre of Excellence Sourcing Watches  
Titan Company  
Participant, DSEE Level-1 Cohort-1

“We have learnt how to make use of the operations research and then identify what are the issues that need to be sorted in an organization.”

Dr. Geetha Fulari  
Deputy General Manager for quality assurance  
Sankara Eye Foundation India  
Participant, DSEE Level-1 Cohort-1



<https://ifqm.org.in/>  
<https://www.linkedin.com/company/ifqm>

Contact  
Dr. Ravi: ravi.k@ifqm.org.in  
Dr. Calvin: calvin@ifqm.org.in



---

Indian Foundation For  
Quality Management

---

**IFQM Academy  
Learning Solutions**