



Confederation of Indian Industry

**INSTITUTE**  
*of* **QUALITY**  
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ISO



# Quality Management Systems

## NEWSLETTER

# Message from Co-Chair



Over the past twenty five years, Indian industry has progressed from an extensively protected and regulated environment, to a state where it is not only surviving but thriving in a fully competitive global environment. A large contribution towards this transformation has come from the adoption of good quality practices. However, increasing globalized trade has changed the way in which quality is being perceived by industry, suppliers, buyers, regulators and the users. From a predominantly sellers' market, competition and consumerism has enforced the adoption of sound quality protocols and conformance to International Standards through world class conformity assessment practices as essential means of business survival. When ISO 9001 certification was introduced in early 90s, it was perceived as a ticket to do business with international buyers.

However over time, enhanced risk perceptions in relation to product quality, safety and reliability have led to development of a plethora of sectoral management system standards and increased certifications, checks and trade barriers coming both from regulators as well as organized buyers. Areas as diverse as automotive, food, chemicals, textiles, forestry products, gems and jewellery, oil and gas have evolved as dedicated quality standards that must be achieved to remain in the market place. Even the service sector is gradually moving towards a standards based regimen. This converts into developing specialist level capabilities in each sector.

In the context of this scenario, the role of advisory and capacity building organizations becomes critical. Not only do they need to bring in the awareness but also continuously develop and upgrade their own capabilities to be able to assist industry in meeting the ever changing demands. CII Institute of Quality has been partnering Indian industry during this journey of 25 years and more by not only providing but leading the quality movement in India by way of implementing quality standards and building internal capability.

I am pleased to highlight some of the key activities undertaken by the QMS Group of the CII IQ:

- Leading the way in training and consulting for ISO 9001 standards from 1990 onwards
- Offering a bouquet of training interventions in quality tools and techniques and strategic quality management
- Advanced level trainings and consulting on quality management in government organizations
- Running a series of training programmes and advisory services for conformity assessment bodies to gain international accreditations – a unique offering
- Offering the most comprehensive bouquet of training programmes and supplementary advisory services in laboratory management

Some of the more recent developments include

- Developing value added trainings in Enterprise Risk Management, now on offer as open as well as in-company trainings. This training combines the knowledge of COSO framework as well as ISO 31000
- Developed and launched the first Certified Quality Professional course in India, now being pursued by a large number of practicing engineers
- Courses on Legal Metrology and Indian Packaging Rules

The QMS group also conceived and established the annual event National Conclave for Laboratories in collaboration with NABL. This has transformed into a national platform for evolving policy in laboratory management and accreditation programmes. Under strategic partnerships with global leaders in standards – ANSI (USA) and BSI (UK) and other international bodies, the QMS Group has been convening a series of standards based workshops in various sectors bringing in international experts.

The QMS group itself is one of the most active contributors in the development of national and international standards on quality management. We are now poised for another transformative era, with a renewed government emphasis on defect free products and an unprecedented expansion of manufacturing capacity. This will require more innovative approaches on taking the quality message across the entire industrial base with speed and scale. This is a big challenge but we as India's premier quality institute are committed towards taking the national quality movement to the next level. We intend to do this by creating and enabling quality networks involving professionals from all sectors, by developing quality champions and by harnessing technology tools for expanding outreach.

Our Counsellors, would be more than happy to engage with you to help you find optimum solutions to your quality needs. For any further query you may get in touch with Ms Greeta Varughese, Executive Director, CII IQ and Mr Anupam Kaul, Principal & Head- QMS. I have great pleasure in bringing out this maiden newsletter to share with you the activities and initiatives in quality management. I hope this will be found to be of value to you. We will continue to be in touch with you through our various announcements and newsletters. Let's together make it a Quality India.

**R Mukundan**  
**Co-Chairman, CII Institute of Quality**  
**Managing Director, Tata Chemicals Ltd.**

# Success Story



## CII CERTIFIED QUALITY PROFESSIONAL COURSES

The QMS Division of CII IQ had been conducting dedicated long term and short term courses on quality tools and techniques, and had in the process acquired a deep insight on course design and content creation with a rich repository of knowledge. However contact programmes have the handicap of limiting the benefit to the class room trainees. Committed to its objective of making quality a mass movement, an urgent need was felt to develop a scalable model for the trainings. It was also observed that no formal certification programmes were available in India, leaving those desirous to avail overseas certifications at exorbitant costs. To meet these twin objectives, we set upon ourselves the task of creating a series of Certification based quality trainings through on-line delivery modes. The following were the challenges in front of us:

- The quality trainings in India are sharply divided between systems based trainings, such as ISO Lead Assessors Course, and tools based trainings such as SPC, 7 QC tools etc. The challenge was how to integrate these into a certification programme
- Trainees in India are not exposed to self-learning tools, and have a natural preference of tutor led teaching modes. The challenge was how to make on-line learning programme acceptable
- A lot of diversity in the content. The challenge was how to standardize content and ensure its accuracy.
- Finding the right technology platform that could organize all content, question bank, conduct examination in a secure environment, enable IP protection and ensure student privacy was itself a major challenge.

Fortunately, the quest for the technology partner was the first one to be resolved when our market survey brought us to Ecollabs, a learning platform provider which had built in most of the service components we required. In order to cater to the diverse streams of quality professionals, it was decided to segment the overall certification programme into 3 levels:

- **CII Certified Quality Professional - Level A** for any one wishing to embark on a career on quality. This contains all fundamental knowledge such as Data dispersion and interpretation, the application of probability theory in quality control, 7 QC tools, control charts and process capability studies, correlation and regression, Measurement Systems Analysis and Problem Solving approaches.
- **CII Certified Quality Professional - Level B 1** for enabling senior Quality Engineers towards application of advanced statistical tools used for deeper understanding of data, complex process behaviour and process design that result in breakthrough improvements in product performance and significantly higher levels of product conformance consistency. Contents such as sampling distribution, analysis of variance, test of hypothesis, design of experiments, statistical tolerancing and multi variate analysis were identified for this level.
- **CII Certified Quality Professional - Level B 2** for enabling senior Quality Engineers to learn the application of other ( non- statistical) approaches and techniques used widely for quality management of systems, processes and products / services. The content at this level includes 7 new QC Tools, New product development techniques, Supplier quality assurance, Process control techniques such as PFMEA, Policy deployment, Quality Management Standards etc.

We urge all quality professionals in India to take this course. Despite professional knowledge gained through experience, there are multiple knowledge gaps and these can be filled up only when a systematic learning programme is pursued. The CII Certified Quality Professional – Level A Course can be accessed at.

## KEY FEATURES

- Presentations should be similar to MS powerpoint, but these would run on browsers. have animations and must be fully supported by voice based teaching
- Reading material must be prepared to supplement each presentation as permanent take-aways
- Create a suite of Self - practice / learning tools that would enable the student to run and practically apply the theoretical learnings
- Create a large pool of Practical exercises simulating shop floor situations, that a student would be able to download and solve using the learning tools provided
- Create Sample papers and final examination papers to capture each learning objective, run fully in multiple choice mode and enabling computer based evaluation.
- Create chats options with faculty and discussion forums among participants.

The course content was developed after detailed research of all content available through printed and online publications. The Chapters were developed and placed to enable sequential learning. Each chapter was divided over time spans of 40 -50 minutes after research that the attention span on an on-line self- study does not last beyond one hour on average.. Most of the statistical analysis software available is proprietary and cannot be used for running a commercial course. A statistical quality course cannot be taken without hands on exercises. As everyone has access to MS Office, or equivalent, we decided to develop Excel based templates that would almost replicate the commercial software, but be simple to use. A total of 18 templates were developed that are correlated to chapters. The practical exercises were taken from actual industrial problems and uploaded with matching data. Each exercise informs the student of a unique practical situation and encourages him to solve using the learning and the templates provided. The exercises are supplemented with detailed explanation and guidance for solving them. For the on-line examination, a large question bank was built and uploaded. The Examination paper is rule based and ensures that right number of questions are picked up from each competency area.

The course validation was done by running through dummy candidates, as a result the accuracy of the first launch was more than 99 %. Ever since launch in December 2014, minor glitches and errors have been removed and the course is now running very successfully with more than 100 students enrolled, and more joining every day. The key aspect of elimination of tutor was successfully achieved, the course runs on auto mode, and the numbers of queries from enrolled students are minimal.

The cost of the Course that combines Certification has been kept very affordable for individuals. Following the success of the first level, the preparation for launching the next 2 levels are on and expected to be released shortly.

# Activity Desk

## SECOND LONG TERM COURSE IN QUALITY MANAGEMENT AT BHARAT FORGE

The CII Institute of Quality recently concluded the second One year programme in Quality Management at Bharat Forge Limited. The 26 middle management quality professionals selected through a competitive process, from different plants of the BFL group, worked on 9 quality improvement projects using the learnings imparted through the course. Each project followed the DMAIC route, and made use of multiple diagnostic and validation tools. These included Process capability studies, Tests of Significance, Regression analysis, MSA, ANOVA, Design of Experiments, Multi Variate analysis. Most of the projects helped resolve perennial problems and lead to substantial cost savings. The entire course was divided over 20 modules, each of 2/3 day durations, with intervals of 2 – 3 weeks. Students were assessed mid-course through written exams and regular reviews of project work jointly by CII faculty and the company management. Students were trained to work extensively on Minitab to solve complex problems, which is one of the major takeaways of the course.

CII IQ offers similar long term courses on quality management on customized basis in consultation with the company management. Organizations interested in setting up a course may contact [anupam.kaul@cii.in](mailto:anupam.kaul@cii.in)

## CII IQ CONDUCTS RISK WORKSHOPS IN THE GULF

CII Institute of Quality conducted a 3 day Training Workshop on Enterprise Risk Management for the Senior Management of Gulf Medical Company, at Jeddah, Saudi Arabia in May 2015. Gulf Medical Company is the leading medical equipment supplier in the Gulf Region with a turnover of almost 1 billion USD. The Training involved an iterative process of Risk profiling of the Company linked to Company objectives to identify the top business risks a company faces and how risk prone is each business objective that the company has set. Institute of Quality has developed a Risk Assessment tool that links risks to objectives so that the risk profile that is generated presents genuine and current concerns of the organization needing appropriate mitigating actions. The Workshop trains the participants not only in identification but also the appropriate methods and approaches for risk mitigation.

On request, the Company management was provided a full report for the risk profile developed during the workshop which was an added take-away. CII IQ offers similar workshops on 2 / 3 day formats. Organizations interested in setting up a workshop may contact [anupam.kaul@cii.in](mailto:anupam.kaul@cii.in)

## PLANT VISIT FOR LEARNING QUALITY BEST PRACTICES

As a recently introduced activity, CII IQ organizes plant visits to organizations who have achieved distinction in their quality initiatives and programmes. This study tour is specifically designed to provide opportunities to participants to come across how problems could be solved with clear cut methodologies and sustain results in today's competitive world.

This study tour is valuable as participants will get first-hand insight and experiences from the company. This includes gemba visit and case study presentations by the quality experts of the Company.

A study tour titled "Best practices in Problem solving through the application of Quality Tools & Quality Improvement Techniques – Mission" was organized at TVS Motors, Hosur on 3rd July 2015. The total Number of participants were 28. We would be organizing many more study tours in future.



*L to R: Mr Anupam Kaul, Principal Counsellor, CII-IQ; Mr Anil Relia, Director, NABL; Dr R P Singh, Secretary General, Quality Council of India; Dr Saurav Pal, Director, National Chemical Laboratory and Mr N Venkateswaran, Technical Operations Manager, NABL at the inaugural of the 3rd National Conclave for Laboratories on 28th October 2014, Pune*



CII-IQ organized Study Mission on Good Manufacturing Practice to Toyota Kirloskar Motor Pvt Ltd and Toyota Boshoku on 8th August 2015. Total Participants were 38 from 25 companies on Journey towards Zero Effect / Zero Defect at their organization.

The Study Mission to the companies provide opportunities for participants to absorb best practices by seeing the tools and techniques in action and understand how Toyota Production System(TPS) is implemented and is instrumented for the success of a manufacturing enterprise in today's competition as part of "Journey towards Zero Effect / Zero Defect" at their organization.

# Fourth National Conclave For Laboratories

The CII Institute of Quality in partnership with the National Accreditation Board for Testing and Calibration Laboratories (NABL) held the 4th National Conclave for Laboratories in New Delhi on 14th and 15th September, 2015.

The Conclave brought together the vast community of scientists and engineers engaged in managing industrial and medical laboratories in India to discuss and evolve policies and development strategies for strengthening India's lab infrastructure and support the national conformity assessment programme that is vital both to trade as well as consumer protection.

The Indian Accreditation Board NABL operates the second largest Accreditation scheme in the world with more than 2600 labs accredited. The Institute of Quality of the Confederation of Indian Industry is deeply involved in development of policy initiatives with regard to conformity assessment schemes in India, due to their increasing relevance to trade as well as consumer protection, and has also been disseminating the importance of accreditation among industry and users of products and services.

The Fourth Conclave was held on the theme "India Laboratory Infrastructure: Fostering Economic Growth & Sustainable Development". This theme was chosen to emphasize on the strong linkage of a sound laboratory eco-system with national growth as well as with the environmental impact of industrial development. Volumes of testing, calibration, diagnostics are expected to grow many times the current capacity. A key feature of the Fourth Conclave was to highlight the growth sectors within the Indian economy and how these will generate demand for laboratory services as well as pose fresh challenges. To facilitate this, key experts from several sectors such as renewable energy, infrastructure and projects, Food and agriculture, health care etc were invited to project development in these areas.

In his inaugural address Dr Arvind Lal, Chairman, Dr Lal Path Labs Pvt Ltd highlighted the growth vectors of healthcare in India currently pegged at 4 % of GDP. India is however way behind global norms in terms with 0.9 beds per 1000 population against a global average of 3.3 beds per 1000 population and this gap . India has to go very fast, with increasing demand for medical diagnostic laboratories. The diagnostic services currently estimated at 37000 Crores is growing at 16-18 % CAGR. Currently only 15 % of diagnostic services are in the organized sector. Most of these have NABL accreditation; however a major effort is required to cover the remaining laboratories for the health sector in India to mature at par with developed nations. Dr Lal also stressed on the need for advanced diagnostic services.

Dr R P Singh, Secretary General, Quality Council of India emphasized on the credibility of laboratory test results. He said India is now firmly rooted to international protocols involving measurements and conformity assessment and therefore it is essential that we do not allow any controversies or doubts on the results. Accreditation helps in raising levels, however the process of accreditation must be simplified to enable confidence among potential users of accreditation. All accreditation bodies in India must sit together and devise ways to impart simplified services and attract a wider net of users.

Mr. K P Chandy, ED (Lubes), Bharat Petroleum Corporation Limit spoke on how the implementation of quality protocols including accreditation have transformed the credibility of India products and spurred growth in many vital sectors including Oil & Gas. Adulteration of petrol is now well under control due to advanced surveillance schemes introduced as part of these protocols. BPCL is the first organization in India to be granted accreditation as a Reference Material Producer, and has opened the gate for India taking up RMP production in a big way. Presently RMPs are imported at huge costs. He lauded the idea of holding the Laboratory Conclave that enables sharing of ideas and best practices.



L-R : Anupam Kaul, Principal & Head (QMS), CII Institute of Quality; Anil Relia, Director, NABL; S K Saxena, Director, Export Inspection Council of India; Arti Kapil, Professor, Dept. of Microbiology, AIIMS; Vandana Jain, Technical Operations Manager, NABL



L – R: D Rajasekhar, Deputy Advisor (PHE), Ministry of Drinking Water & Sanitation; N Venkateswaran, Technical Operations Manager, NABL; Anil Jauhari, CE, NABCB; Saurabh Didi, Energy Economist, Bureau of Energy Efficiency; Nikhil Kumar, Accreditation Officer, NABL

In the theme session, Mr Anil Relia, Director, NABL informed the audience the progress of Laboratory accreditation in India, now covering more than 2600 laboratories. He also informed of the launch of the new accreditation programme on Reference Materials. He said the Laboratory conclave was important to NABL, as it provides a vital platform for sharing of ideas and for making the accreditation programme more robust. Dr S.K.Saxena, Director, Export Inspection Council presented an overview of the Food sector that is throwing new and unprecedented demands on the laboratory infrastructure.

The Conclave covered sessions on emerging schemes such as Energy Efficiency, Water Quality, Diamond & Gems Testing, Advanced Technical Tools for Quality Services, Bridging the Capability Gap with emphasis on resource management in the laboratory segment, Emerging Demand in Electro-Technical Sector and Engineering Projects, Technical Innovations and Quality Improvements. Some of the key speakers who addressed the conclave include Dr S P Vasi Reddy, Chairman, Vimta Labs Ltd, the pioneer of organized laboratory services in India, Mr N Kalyan, CEO, Elca Laboratories; Mr Saibal Mukhopadhyay, Country Manager, Canadian Standards Association; Mr U Thanu, Director General, National Test House; Dr Sarita Nagpal, Principal Adviser, CII; Mr Arun Sachdeva, Senior Director, DEITY; Dr S K Raza, Director, IPFT; Mr Anil Jauhri, CEO, NABCB; Dr Anil Handoo, Sr Consultant, BLK Super Specialty Hospital; Mr N Venkateswaran, Technical Manager, NABL.



# Client Speak

## BHARAT FORGE LIMITED

Bharat Forge Limited (BFL) is a global leader in metal forming having transcontinental presence serving several sectors including automotive, power, oil and gas, construction & mining, locomotive, marine and aerospace. Bharat Forge manufactures a wide range of high performance, critical & safety components for the automotive & non-automotive sector. It is India's largest manufacturer and exporter of automotive components and leading chassis component manufacturer in the world.

BFL contacted CII Institute of Quality in early 2013 to develop a holistic learning programme for their Quality Managers and senior Quality engineers as we had heard that the QMS division of CII Institute of Quality had developed and were conducting long term courses in Quality Assurance and Analytical tools for corporates.

Based on several rounds of discussions, an outline for a one year Post Graduate Diploma Programme in Quality Management was jointly conceived wherein CII IQ would provide training for 15 modules and senior Management of BFL would cover 5 modules.

The Course content devised by CII IQ and BFL was comprehensive encompassing all aspects of quality management, soft skills, core fundamentals and various approaches to quality management, basic quality tools, as well as higher analytical tools including Design of Experiments and Multi variate analysis.

The course was designed and conducted over a 12 month period for which 25 technical officers from Senior Engineers to AGM level from Quality and other Divisions were selected through a competitive process. It was an extremely well conceptualized and delivered programme. Although not initially included, the CII faculty encouraged the participants to take up quality problem solving projects, bring them to class and identify the applicable tools and methods to resolve them.

This approach enabled not only practical applications of the theoretical learnings, but also kept the learning momentum on a high note throughout the course. Periodical evaluations and hands on Minitab based exercises ensured that all participants were able to assimilate the learnings fully to the culmination when the participants presented their project work to BFL senior management to great appreciation and all of them successfully completed the end of the course examination.

Based on the course learnings, BFL was able to deploy many of the participants to positions where quality needed critical handling.

The success of the first batch made us promptly decide to train one more batch of 26 officials. However this time, we decided to include Project work as an integral part of the course and to also expose the participants to the DMAIC approach.

The CII faculty re-designed the course to align with the DMAIC and also to initiate Project work early into the course. The result was a marked improvement in the nature of problems selected and in the results that were particularly impressive in terms of issues resolved as well as their impact on business.

It has been a very special journey for BFL over the last two years to associate with the CII Institute of Quality, that has brought tremendous understanding on the quality front and will enable us to keep pushing the global competitive barriers of technical excellence.

**K Chetan**  
**Group Director- Quality**  
**Bharat Forge Limited**

## PROGRAMME ON FOCUS

### Four day training programme on Laboratory Management & Internal Audit as per ISO / IEC 17025:05

#### Background

Indian Industry has come of age in practicing quality since the quality movement started in 1987. In order to achieve more business success in open market Indian Industry is following Total Quality Management (TQM) approach.

For adopting TQM, the manufacturing sector has to establish an efficient and effective control in measurement system that includes Laboratory Measurement System. This results in production of products with lesser and lesser rejection and more acceptances to customers.

In order to establish a control on measurement system in the laboratory ISO / IEC has brought out a standard ISO/IEC 17025:05 for developing competence and carry out tests and / or calibration including sampling.

This standard covers testing and calibration using standard methods, non-standard methods and laboratory development methods. This standard is applicable to first, second and third party laboratory carry out tests and / or calibration. This international standard is for use by laboratories in developing their management system for quality, administration and technical operations.

This programme will enable participants understand the requirements of all clauses of ISO/IEC 17025:05 for personnel competency and lab capability that are to be implemented and maintained by laboratories intending to generate testing and / or calibration report / certificate acceptable by customers nationally and internationally.

#### Course Objectives:

- To design and implement ISO / IEC 17025:05 requirements for laboratories.
- Enable participants to develop quality system documentation as required by the standard.
- To learn about Internal Auditing – types, stages, phases, conducting audit & reporting.

#### Course Coverage:

- Basic Quality concepts
- National / International relevance of Accreditation
- History and Evolution of ISO / IEC 17025:05
- Understanding Management Requirements – Clause 4.1 to 4.15
- Understanding Technical Requirements – Clauses to 5.1 to 5.10
- Documentation – Structuring and Developing Quality Manual procedure.
- Internal Audit – Understanding types, stages, phases and conducting audit
- Hands on training on Auditing Laboratories & Audit reporting
- Accreditation Process details

Please contact mamta.rai@cii.in for more details on this programme



# Service Portfolio

## SERVICES OFFERED BY THE QMS DESK

- Training and handholding support for implementing Quality Management systems (QMS) across industry and services sector
- Training and accreditation standards and handholding support to inspection and certification bodies
- A complete range of training and counselling support on laboratory practises, clinical laboratories, legal metrology and other subjects
- Training and Counselling on citizen's character development and quality in public services
- Advance training on risk and business continuity management, organisational maturity, benchmarking and auditor calibration
- Online Certification course on quality management and analytical techniques (statistical methods)
- Development of Industry Level Standards
- The QMS and Lab Group represent CII in various committees of BIS such as management systems, conformity assessment, consumer policy and QCI Accreditation board for Certification Bodies for Quality Promotion

## KEY EVENTS

- National Conclave for Laboratories
- Seminars and conferences on standards related subjects
- Mission to successful organizations- Plant visits

## STUDY MISSIONS

The Study Mission to the companies provide opportunities for participants to absorb best practices by seeing the tools and techniques in action and understand how Toyota Production System(TPS) is implemented and is instrumented for the success of a manufacturing enterprise in today's competition. Also Journey towards Zero Effect / Zero Defect at their organization.

### Purpose :

- To generate Quality wave in India to emerge as a world supplier - "Made In India" brand
- Elevate India to a "High - Volume & High Quality destination.

### Agenda :

- TKM Operation Outline explanation
- Update on Journey towards Zero Effect / Zero Defect
- Human resource Development Thinking Way
- Good Practises Sharing at Manufacturing (Inhouse) & Supplier

## UPCOMING PROGRAMMES

19-22 January 2016: Pune; 27-30 January 2016: Bangalore  
**Laboratory Management & Internal Audit as per ISO / IEC 17025:05**

19 January, 2016 Bangalore; 6 January 2016 Gurgaon  
**ISO 9001:2015 - Workshop on Understanding & Implementing Key Changes**

22-23 February 2016: Bangalore  
**Workshop on Uncertainty of Measurement in Testing & Calibration**

26-26 February 2016: Bangalore  
**Two Days Seminar on The Legal Metrology Act 2009 and the Rules made thereunder including the regulation of PACKAGED COMMODITIES Rules 2011.**

## QMS TEAM



**Anupam Kaul**

Principal & Head QMS  
 CII Institute of Quality  
 +91 98996 90908  
 anupam.kaul@cii.in



**Virender Singh**

Senior Counsellor  
 CII Institute of Quality  
 +91 78275 67250  
 virender.singh@cii.in



**Mamta Rai**

Executive Officer  
 CII Institute of Quality  
 +91 99860 12818  
 mamta.raai@cii.in



**Parinita Singh**

Executive  
 CII Institute of Quality  
 +91 99860 12818  
 parinita.singh@cii.in



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## CII Institute of Quality

CII Institute of Quality is the leading authority in organization and industries. For over 100 years, CII has provided Indian Industries with the support, systems and tools to make a mark in the competitive world. It is realized that the best way to enhance an organizations competitiveness was through the quality route.

What started as the Total Quality Management Division (TQMD) in the mid-eighties has now evolved to CII-IQ. As a champion of the quality movement, CII-IQ is powered by the responsibility of enriching the lives of its members, improving their workplaces and making the world a better place by applying quality tools, techniques and systems. CII-IQ provides the best training and consulting services for the organizations to help improve their performance and set a standard of excellence.

The Vision of CII IQ is to become a Centre of Excellence of international repute that role models products and services for the continuous betterment of organizations and society. The Mission of CII IQ is to evolve and leverage a Quality movement that transforms by offering standard solutions, creating practical insights, driving tangible results, thereby enhancing competitiveness and inclusive growth.

### **Confederation of Indian Industry**

The Mantosh Sondhi Centre

23, Institutional Area, Lodi Road, New Delhi – 110 003 (India)

T: 91 11 45771000 / 24629994-7 \* F: 91 11 24626149

E: [info@cii.in](mailto:info@cii.in) \* W: [www.cii.in](http://www.cii.in)

### **CII Institute of Quality**

The K N Shenoy Centre

Near Bharat Nagara II Stage, Viswaneedam Post,

Magadi Road, Bangalore 560 091, Karnataka, India

Tel: +91 80 23580315/ 2328 9391- 6085 Fax : +91 80 23580314

Email: [iq.ee@cii.in](mailto:iq.ee@cii.in)

Website : [www.cii-iq.in](http://www.cii-iq.in) / [www.cii.in](http://www.cii.in)