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Dear Readers ,

Greetings from ISQ !

We are happy to bring you another issue of the ISQ Newsletter.

For most businesses in our country, it's the end of Financial Year and I am sure you all are busy with the year-end closure activities..

This is an especially auspicious time, as it traditionally marks the beginning of the New Year across most parts of the country—from north to south and east to west—while also coinciding with the harvesting season.

Best wishes for the new Financial Year, hope the business keeps booming through the year!



One may need to tweak the strategy in view of the chaos created by tariffs and policy uncertainty in the US. Larger opinion emerging is that it may not bode well for the US economy itself

While some countries face significant impact of these changes, experts think that India may not have any significant pain. The GOI is digging up the proverbial "devil in detail" to figure out the impact and ways of mitigation. Hopefully, business will be as usual !

Looking back at our activities in ISQ we had a busy quarter with activities in all the chapters – TOPS Convention in Chennai, Symposium on Digital Transformation through Quality 4.0 in Bengaluru, KSS sessions in NRC and Pune Chapters. You can read the detailed reports on these in this issue.

What encourages us is the way Chapters are planning their annual calendar of activities and going about execution of plans in a much more professional way. That indicates maturing of the Chapter's structure.

As informed in our previous issue, this year we have a very prestigious and big event i.e. ANQ Congress 2025 to be held in Bengaluru on Nov 5 -7,2025 being hosted by ISQ. You may check out the details on the website www.anforq.org .

We request you to participate not only by attending the Congress but also submit papers for presentation. It is one of the rare opportunities where you can showcase your achievements in front of international audience. So, hurry up and secure your slots.

In this issue, we continue with our usual features, including a book review by Mr. Ramanathan, a thought-provoking quiz, and the wisdom-packed "Vignette from Ram," which I'm sure you will find an engaging read.

Enjoy the read and do let us know your comments / suggestions.

Happy Reading !

Ved Parkash

ISQ Newsletter team: Ved Parkash – Editor in chief,
Editorial Members: Sarika V. Joshi, B. Sundara Rajan, R. Santoshi



Vignettes
from Ram



Modest Leadership and the Practice of Quality

In the flush of a widespread introduction of Quality in the US in the early 1980s, which was a reaction to being outclassed by Japanese quality, some companies caught the essence of quality better than others. Most would describe it as their 'quality program' – a sure indication that they were on to it perfunctorily. Among the few who thought more deeply was Rank Xerox led by its gritty CEO David Kearns, with a long background in IBM. Kearns labelled the Xerox journey as Leadership through Quality – the company would be a leader by practicing quality. Kearns had the humility to learn, from anyone he could. In the 1990s, Hitoshi Kume would name his book as Management by Quality. Kume had thought of TQM not just as quality management by everyone, or vaguely as quality of management, but as business management through quality – management that is centred on, or inspired by, quality. It is a management way that requires the willingness to learn, deeply.

The Humility of the Great

My work brings me close to some exceedingly successful organizations. In some, I find the top managers quite humble about their accomplishments. They see many problems in their functions, and are quite open to being probed, learning all the time. There are other companies, where one senses some hubris. We know best, don't you see how well we have done, they seem to ask. I then worry about their future.

When Ricoh won the Deming Prize in 1975, its President Mikio Tatebayashi reflected on the need for a "spirit of modesty, remorse, confession, self-criticism and devotion" on the part of the leader.

In the 1960s, Torao Hayashi, the first President of Nippondenso (now Denso), reflecting the views of Kiichiro Toyoda, would exhort his people thus: "Shun artifice, and fill your life with harmonious cooperation and sincerity," and then extoll the spirit of service.

Max de Pree who led Herman Miller, would say that "the leader must become a servant and a debtor," while also reminding us that a leader should not inflict pain, but bear it.

In the early nineties, many Indian CEOs attended the annual two-week JUSE seminar as part of CII Missions. Looking back, some returned humbled, zealous in effecting a transformation in their companies, while others remained impervious to much that was taught.

Winning the Deming Prize or the Deming Grand Prize are mere milestones, significant though they might be. There is a saying that progress means discovering new problems. When you win these prizes, some new problems of which you never dreamed appear, hazily at first, and then with clarity. After winning such prizes, the organization should be thought of as having qualified to pursue a better future, and not as having scaled a pinnacle. There is to be no peak in this journey, it is to be exploration and improvement forever.



Serving society

Of late, it is more accepted that the purpose of a business organization is to serve customers and society. In 1945, the Gandhian economist J.C. Kumarappa, classified the levels of evolution of economies. The bottom two are the parasitic and predatory economies. The economy of enterprise is at level 3, and at a level above is the economy of 'gregation'. At the highest levels stand the economy of service and then the economy of permanence, which nurtures the earth. It is not hard to see that many countries and indeed, many multinational enterprises are still partly predatory, despite avowals to the contrary.

All this is predicated on the concept of natural hierarchies of human progression, which tends to move upwards to decentre the self, becoming more and more selfless. To Einstein, it was clear: " ... one knows from daily life that one lives for others." Post-modernist academia in the west have tended to oppose all hierarchies, even natural ones. Thus the predator and the service oriented leader would be at the same level, only their 'styles' would differ. The German Nobel Prize winning novelist Herman Hesse lamented:

*The world is flat, they tell us, and they shout.
The myth of depth is an absurdity*

Ubuntu

Ubuntu is an African word, expressive of respect for oneself and others. The word occurs in allied forms in many African languages. It can be described as the thinking that a "person is a person through other persons." A proverb from Malawi says: "He who thinks he is leading and has no one following is only taking a walk."

Being humble means one can listen to one's people, customers and the society with a large heart. That is what Nelson Mandela said: "I learned to have the patience to listen when people put forward their views, even if I think those views are wrong." If we can carefully listen to, as Arun Maira often writes, people who are not like us, or those who are less privileged than us, then perhaps we can be deemed to be modest leaders, wrapped in ubuntu.

We are talking here of being a little humbler, a little less haughty, so that we can be leaders who create great organizations that last.

About the author:

Mr. N. Ramanathan is a senior counsellor and advisor of TQM. He is a Mechanical Engineer with Masters from IIM, Ahmedabad(1969) with 55 years of experience in industry, and in teaching and counselling. He is the recipient of the Edwards Medal 2021 for outstanding leadership from American Society for Quality (ASQ). Mr. Ram has received the Dronacharya Award in 2018 by ISQ for his contributions to teaching and counselling on quality. He is an Academician in the International Academy for Quality (IAQ) and serves on its Board as Vice President, and as Chair of its Examination Committee. Mr. Ram has been associated with thirteen successful Deming Prize challenges, and has taught and advised Ashok Leyland, CEAT, SRF, Indus Towers, JSW, Mahindra group of companies, Tata Quality management Services, Tata Steel, and other organizations.

TOPS Convention Chennai- a report

TOPS Convention, a oneday contest on **Team Oriented Problem Solving** / improvement case studies / projects for executives from OEMs, Tier-1 and Tier-2 manufacturing companies, process industry, academia and service sector.

Venue: SRM Institute of Science and Technology, Vadapalani, Chennai **Date:** 4th January 2025

As part of regionwise TOPS Convention, the 4th and last for the year 2024-25 was conducted by the Chennai Chapter. Thanks to the effort of Dr. Vijayaraghavan and coordination by the Chennai Chapter Executive Committee team for getting the venue sponsored. ISQ extends its sincere gratitude to the management of SRM Instt. of Science and Technology. 51 teams participated in the competition with a gathering of 180 participants and delegates.

For detailed report, please [click here](#).



Symposium on Digital Transformation through Quality 4.0

Organised by ISQ Bengaluru Chapter

Date :23-24, January 2025 Venue: R V College of Engineering, Mysore Road, Bengaluru -560059

A 2-day program featuring presentations of papers/casestudy on Quality4.0 as a transformative system, providing a platform for both academicians and practitioners to present original, high-standard technical and scientific papers describing their research or practical implementations.

Mr. Swapnil Jain, Co-Founder and CTO was the Chief Guest during the inaugural session.

For more information, please [click here](#)



Leading Your Enterprise to Greatness

A one-day course for CEOs

(Executive Chairmen, Managing Directors, Presidents, CEOs)

Senior executives accompanying their CEOs were welcome

20, February 2025

**Studio 4,
Andaz Delhi by Hyatt**
Gate 5,
Hyatt Delhi Residences,
Asset No. 1, Street No 1
Hospitality District Street
Near IGI Road,
Aerocity, New Delhi 110037



By
N. Ramanathan

Based on requests from industries Mr. N Ramanathan came forward to conduct a one day program for the CEOs in similar lines to the most sought after CEO through TQM. ISQ is ever grateful to Mr. N. Ramanathan who did the program pro-bono to the benefit of ISQ. It was attended

For detailed report [click here](#).

TPM as a tool for Business Transformation

Organised by ISQ NCR Chapter

Venue: India Habitat Centre, Lodhi Road, New Delhi – 110003

Date: 8th February 2025

The Indian Society for Quality (ISQ), dedicated to sharing knowledge and best practices, hosted its second seminar, focusing on Total Productive Maintenance (TPM) as a tool for Business Transformation.

100+ were in attendance which was overwhelming.



For detailed report [click here](#)

Online knowledge sharing session organized by ISQ Bengaluru Chapter
22nd March 2025

**“Reinventing Organisation by
Leading Innovation Management
System- ISO56000**

**ISQ Bengaluru Chapter
Lokesh Venkataswamy,
CEO and Managing Director,
Innomantra,**



International

Upcoming: ANQ CONGRESS 2025

Date: 03-07, November 2025
 Place: MS Ramaiah University of Applied Science, Mathikere, Bengaluru
 Host: Indian Society for Quality
 Mode: Physical

| Date | Day | Event Details |
|--|---------------------|---|
| 3 rd Nov 2025 | Monday | CEC Meeting (based on invitation only) |
| 4 th Nov 2025 | Tuesday | ANQ Board Meeting (based on invitation only) |
| 5 th , 6 th Nov 2025 | Wednesday, Thursday | ANQ Congress – Technical paper presentations |
| 6 th Nov 2025 | Thursday | Industry – academia interactions, Gala Dinner |
| 7 th Nov 2025 | Friday | Industry visit in Bengaluru (optional) |

Preparations are on by the ANQ Congress organising committee headed by ISQ.

The key dates for applying and registering are given below.

| | |
|---|----------------|
| Abstract submission starts for paper presenters (speakers) | April 20, 2025 |
| Abstract submission End | May 30, 2025 |
| Registration is open for paper presenters (speakers) and delegates | June 7, 2025 |
| Acceptance of Abstracts of papers (Scrutiny) & notification of acceptance | June 15, 2025 |
| Early bird registration and payment of participation fee due for speakers and delegates | July 15, 2025 |
| Full paper submission due | July 31, 2025 |
| Last date fo speaker/ delegate registration and payment of participation fee | July 31, 2025 |

Block your dates now! Get ready with your technical study papers

International



IAQ Quality Sustainability Award 2025



ISQ continues to be the partner from India for the IAQ Quality Sustainability Award 2025. It will soon call for applications for the well recognized global award in India.

Be ready to apply with your Sustainability projects done in Quality way.

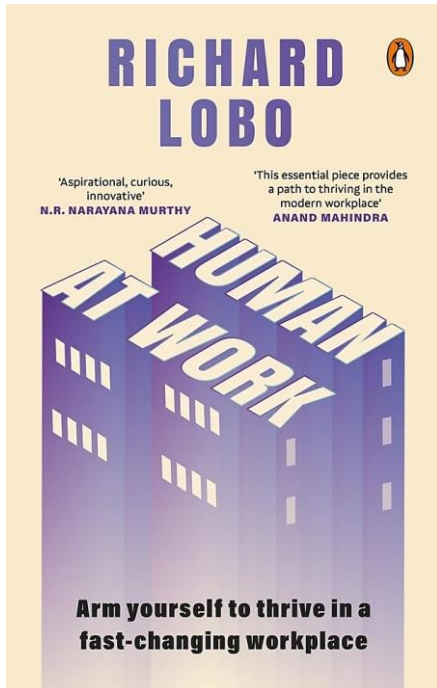
| Flow | Comment | Timeline |
|---|--|--|
| <div style="border: 1px solid black; padding: 5px; text-align: center;">Apply for the QSA</div> <p style="text-align: center;">↓</p> | <i>"Applying for the IAQ QSA"</i> | Start: April 1 End: June 30 |
| <div style="border: 1px solid black; padding: 5px; text-align: center;">Local evaluation + ROW</div> <p style="text-align: center;">↓</p> | <i>"Evaluation"</i> | End: September 15 |
| <div style="border: 1px solid black; padding: 5px; text-align: center;">Local award winners + ROW selected for global</div> <p style="text-align: center;">↓</p> | | Local Awards ROW selected October 1 |
| <div style="border: 1px solid black; padding: 5px; text-align: center;">Confirm participation to global award by selected applications</div> <p style="text-align: center;">↓</p> | | October 15 |
| <div style="border: 1px solid black; padding: 5px; text-align: center;">Prepare presentation video - Send all info to IAQ</div> <p style="text-align: center;">↓</p> | <i>A 10 min video + One Page Summary + Application + high resolution team picture.</i> | November 15 |
| <div style="border: 1px solid black; padding: 5px; text-align: center;">Presentation & Award Ceremony Announcing the Global Winner(s)</div> | | December |



Book
Review

Human in Tech

Book review by **N. Ramanthan**



Richard Lobo, Chief People Officer in Tech Mahindra, has produced a HR book (2024) that is primarily addressed to young professionals in the Tech industry, arming them, as the subtitle makes clear, for the future workplace.

Will robots (and AI) take over my job? Will the second pilot in a plane become redundant? What about call centres? The answer of course is to upskill oneself periodically. Perhaps a 'skill passport' will come into vogue.

Lobo recognizes that we live in a world of distractions. We all need some digital detox. Like Michelangelo who would work for weeks on his masterpieces while living his life frugally, the professional must find a way to do 'deep work' in undisturbed chunks of time.

Then there is the manager to deal with, a Dr Jekyll who could flip to become a Mr Hyde. Toxic workplaces, Lobo cites research findings, cause attrition ten times more virulently than low compensation.

Lobo offers the 70:20:10 method, making many suggestions (70 percent of them) to the professional engaged in the first stages of a project, and allowing more space as the project proceeds. Quality professionals might sense a hint of A3 thinking in this.

Following health tips and emphasizing the creation of trust, Lobo writes about the office space of the future. Are the standard cubicles relevant at all when there are wireless and cloud technologies at hand? Can there not be areas in an office (where each worker takes about two million breaths in a year – is that right?) designed with distinct spaces for collaboration, focused work, and serendipitous meetings? Lobo is optimistic about technology – it will 'free up time.'

And here is encouragement to play the long game fearlessly, not daunted by failures. It is a failure only when you start to blame others. (This thought is from a basketball coach). There is then a plea for doing the right things right, with cases from Boeing, Volkswagen, and Wells Fargo illustrating the opposite. Lobo is again optimistic – that there would be learning from all this.

Lobo writes in a gentle tone, though the steel underneath is not far suppressed. He is obviously erudite, but his book is always readable. He laces it with stories from diverse sources, and he slips in the classical novelist Charles Dickens, the towering philosopher Ralph Emerson, and many others, effortlessly. The book has an easy flow and never loses unity through its many chapters.

Though the book is oriented to those in the Tech world, it has a universal appeal. I hope Lobo's effort stimulates others to write companion books – humans at work in manufacturing, construction, the informal sector, perhaps even government! For a start, it would be a good idea to read this book.

Lobo has Penguin Business as his publisher, so you have a smartly produced book in your hands.



Quiz Quest

 by R Santoshi

1. In a steel plant, which quality control method ensures consistency in the thickness of sheets produced?

- A) Just-in-time (JIT)
- B) Statistical Process Control (SPC)
- C) Benchmarking
- D) Root cause analysis

2. A call center wants to improve first-call resolution rates. What is the best TQM strategy?

- A) Provide better training and knowledge resources
- B) Reduce call handling time without quality checks
- C) Hire more agents but without training
- D) Ignore customer complaints

3. A construction company finds safety violations increasing at its sites. Which TQM method should they implement?

- A) Root cause analysis with Pareto charts
- B) Reducing safety inspections
- C) Cutting safety training programs
- D) Hiring more workers without training

4. An airline wants to improve baggage handling efficiency. Which TQM concept should they focus on?

- A) Lean Management
- B) Reducing baggage weight limits
- C) Cutting staff in baggage handling
- D) Delaying baggage scanning

5. What is a key characteristic of Just-in-Time (JIT) manufacturing within TQM?

- A) Keeping large inventories to prevent shortages
- B) Producing goods only when there is demand
- C) Prioritizing cost-cutting over quality
- D) Increasing supplier dependency

6. Which advanced quality management principle focuses on aligning business processes with customer needs while reducing variation?

- A) Lean Manufacturing
- B) Six Sigma
- C) Kaizen
- D) Theory of Constraints

To know the answers, please refer page no. **18**



Quiz Quest

 by R Santoshi

7. If the Cp value of a process is 1.2, but the Cpk value is 0.8, what does this indicate?
- A) The process is stable and centered
 - B) The process is not centered within the specification limits
 - C) The process has zero defects
 - D) The process is fully optimized
8. What is the primary reason for implementing an Advanced Product Quality Planning (APQP) process in the steel industry?
- A) To reduce labor costs
 - B) To proactively identify risks and prevent defects before production
 - C) To ensure fast production without quality checks
 - D) To create random quality audits
9. What is the primary purpose of a Quality Function Deployment (QFD) in product design?
- A) To align product design with customer needs and expectations
 - B) To ensure suppliers follow quality standards
 - C) To reduce production costs
 - D) To create a faster manufacturing process
10. In Total Productive Maintenance (TPM), which of the following is NOT one of the eight pillars?
- A) Focused Improvement
 - B) Autonomous Maintenance
 - C) Just-in-Time Manufacturing
 - D) Education & Training

To know the answers, please refer page no. **18**



Enhancing Student Performance in Mathematics

A project by EQUITAS GURUKUL MATRICULATION HIGHER SECONDARY SCHOOL, KUMBAKONAM in TOPS Convention 2024-25, Chennai

PROJECT CHARTER :

Business Case

Low student performance in mathematics can have several negative consequences, including limiting students' future educational and career prospects, harming a school's reputation and competitiveness, decreasing students' confidence and motivation, and contributing to lower overall educational standards.

Goal Statement

Increase Average Math Scores: Achieve a class average of 70% or higher on the end-of-term math assessment.

Boost Student Engagement: Increase active participation in math lessons to at least 60% of students.

Improve Homework Completion: Achieve a homework completion rate of 75% or higher for math assignments.

Enhance Math Fact Fluency: Increase students' ability to correctly answer at least 25 basic math facts per minute.

Develop Problem-Solving Skills: Ensure that at least 50% of students can successfully solve multi-step word problems or problems requiring critical thinking and application of math concepts

Project plan :

Stakeholder Alignment: Meet with teachers, administrators, and potentially parents to discuss the project goals and gain buy-in by June 2024.

Baseline Data Collection: Gather initial data on student math performance (test scores, etc.) to establish a baseline by July 2024.

Teacher Training: Conduct professional development workshops for teachers on effective math instruction strategies, interventions, and the use of any new tools or technologies by August 2024 and ongoing .

Intervention Implementation: Begin implementing the chosen interventions in the classroom by August 2024.

Progress Monitoring: Regularly monitor student progress using the established metrics through unit test.

Problem Statement

Baseline Math Test Scores: "Class 8 students achieved an average score of 57% on the end-of-term math assessment, falling short of the desired 70% mastery level."

Student Engagement: "Only 30% of students actively participate in classroom math discussions and activities."

Homework Completion: "The average homework completion rate for math assignments is 40%."

Math Fact Fluency: "On average, students can correctly answer only 15 basic math facts per minute, below the target of 30 facts per minute."

Problem-Solving Skills: "Just 20% of students can successfully solve multi-step

Project Scope

This project will involve a comprehensive evaluation of student performance in mathematics, implementing student-centered improvement initiatives, and developing monitoring tools. It will not include changes to the curriculum, interventions in other subjects, or address out-of-school factors



Enhancing Student Performance in Mathematics – contd

Mid-term Evaluation: Conduct a thorough review of the project's progress, analyze data, and make any necessary adjustments to interventions by August 2024.

Second Round of Teacher Training (if needed): Provide additional support and training to teachers based on the mid-term evaluation findings by August 2024.

Final Evaluation and Reporting: Analyze the overall impact of the project on student math performance and share findings with stakeholders by September 2024.

ROOT CAUSE ANALYSIS

Students are exhibiting low performance in mathematics?

WHY

Students lack a strong understanding of fundamental math concepts.

WHY

The teaching methods are not engaging or effective in catering to diverse learning styles.

WHY

Teachers may not have received adequate training or Professional development on the latest research-based math instruction strategies.

WHY

The school may lack resources or prioritize professional Development in other areas.

SOLUTIONS

❖ Lack of Awareness and Resources

1. Professional Development
2. Resource Allocation
3. Awareness Campaigns
4. Collaboration and Sharing
5. External Partnerships

❖ Ineffective Teaching Methods

- * Inadequate Professional Development
- * Curriculum Review
- * Peer Observation and Collaboration
- * Mentoring and Coaching
- * Classroom Observations and Feedback

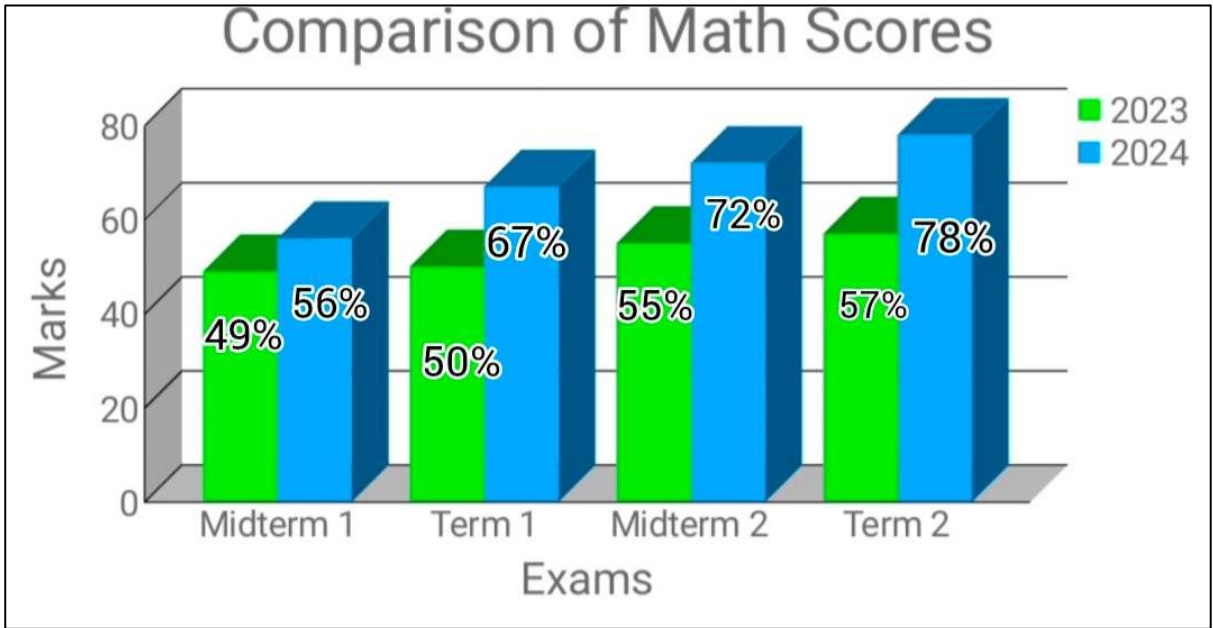
❖ Lack of Understanding

- * Foundational Focus
- * Conceptual Understanding
- * Engaging Instruction
- * Differentiated Instruction
- * Formative Assessment
- * Support Resources
- * Growth Mindset



Enhancing Student Performance in Mathematics – contd

RESULTS:



BENEFITS

TANGIBLE BENEFITS

- * Improved academic results, as shown by higher test scores and better student performance.
- * Development of a trained and skilled teaching staff through specialized training programs.
- * Availability of performance monitoring tools and dashboards to track progress.

INTANGIBLE BENEFITS

- * An enhanced reputation and positive perception of the school among parents and the community.
- * Improved teacher morale and job satisfaction through skill development initiatives.
- * Increased trust and confidence among parents in the school's ability to deliver quality education.
- * A more holistic student experience, including academic growth, extracurricular participation, and emotional support.
- * A stronger competitive advantage in the market against other schools.
- * Improved stakeholder relationships, including parents, teachers, and community members.



Enhancing Student Performance in Mathematics – contd

STEPS TAKEN TO SUSTAIN THE BENEFITS AND FURTHER IMPROVE

- * Regular Performance Monitoring
- * Standardized Best Practices
- * Ongoing Teacher Development
- * Continuous Improvement Culture
- * Stakeholder Communication

LEARNINGS THE TEAM GOT DURING THIS QUALITY IMPROVEMENT PROJECT

- * **Deep Dive Analysis:** Utilizing quality tools such as the 5 Whys, and Pareto analysis allowed for a comprehensive examination of the factors contributing to low student performance in mathematics.
- * **Targeted Interventions:** Identifying and addressing the root causes, such as ineffective teaching methods or lack of student engagement, through targeted interventions and professional development for teachers, is crucial for improving math performance.
- * **Data-Driven Approach:** Regularly monitoring student progress using data analysis and performance metrics is essential for evaluating the effectiveness of interventions and making necessary adjustments.
- * **Collaborative Culture:** Fostering a collaborative culture where teachers share best practices, observe each other's teaching, and engage in continuous improvement is vital for sustained success in math education.
- * **Engaging Learning Experiences:** Creating engaging learning experiences that cater to diverse learning styles and incorporate real-world applications is key to motivating students and enhancing their understanding of math concepts.
- * **Growth Mindset:** Fostering a growth mindset in students, encouraging them to believe that their math abilities can improve with effort and perseverance, is essential for their success in mathematics.

Be a member of ISQ

Download the membership form here

ISQ look forward to you to introduce professionals with passion for quality, align with its objectives willing to contribute; as members of ISQ.

Welcome to the new Life Members

| Name | Designation | Organisation |
|-----------------|-----------------------------|--------------------------------|
| Loveleen Mishra | Relationship Manager | Tata Sons Pvt. Ltd. |
| Surendar.R | DGM - Manufacturing Quality | Ather Energy Limited |
| Rajesh Jain | Vice President | Endurance Technologies Limited |

Welcome to the new Annual Members

| Name | Designation | Organisation |
|-------------------------|--|---|
| Suhas Arvind Chougule | Director-Quality | HERE Solutions India Pvt. Ltd. |
| Dhamodharan S | Senior Manager | Bosch Global software technologies Pvt Ltd |
| Avinash Verma | DGM, Quality | Tata Motors |
| Atul Shrivastava | Retired General Manager BHEL | Bharat Heavy Electricals Limited |
| Sandeep N | Asst Professor | M S Ramaiah University of Applied Sciences, |
| Joydeep Chatterjee | ESG Program Director & Quality Functional Excellence | CUMMINS INDIA LIMITED |
| S. R. Ithal | DGM - Purchasing, SEG Automotive India Pvt. Ltd | SEG Automotive India Pvt Ltd, |
| Nishith Kumar Sinha | | Tata Steel |
| Avinash Vasant Belamkar | DGM | Adani Airport Holdings Ltd |
| Subhashis Das | | Tata Motors |
| Gurpreet Kaur | Manager | Tata Power Delhi Distribution Limited |
| Kapil Dev | AGM | Tata Power Delhi Distribution Limited |
| Suranjit Mishra | G M - Chief Finance Officer | Tata Power Delhi Distribution Limited |
| H C Sharma | G M - Chief (Tech Serv.,PM,PSC,Q&S,BD) | Tata Power Delhi Distribution Limited |
| Praveen Agrawal | G M - Chief (HR & IR) | Tata Power Delhi Distribution Limited |
| Akhil Kumar Chauhan | GM | Tata Power Delhi Distribution Limited |
| Manish Goel | Addnl. G M | Tata Power Delhi Distribution Limited |
| Major Pola Bhaskar | Addnl. GM | Tata Power Delhi Distribution Limited |
| Kunal Pareek | Addnl. GM | Tata Power Delhi Distribution Limited |
| Subhadip Raychaudhuri | Addnl. GM - Head(NEG,PE,EAG,GIS & Smart Mt) | Tata Power Delhi Distribution Limited |
| Nikhil Pathak | Addnl. GM - Head(TS, QA, Sustainability) | Tata Power Delhi Distribution Limited |

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Welcome to the new Annual Members

| Name | Designation | Organisation |
|----------------------|---|---------------------------------------|
| Jitender Dahiya | Addnl. G M-Head(Urban Circle) | Tata Power Delhi Distribution Limited |
| Priyanka Sagar Vij | Sr. Manager-HoG(Strategy & CEO Cell) | Tata Power Delhi Distribution Limited |
| Pradeep Kumar Sharma | DGM | Tata Power Delhi Distribution Limited |
| Bhupesh Bhandari | DGM-SHE&DM-Safety | Tata Power Delhi Distribution Limited |
| Imran Khan | AddIn GM - CommI. (MMG Single&three | Tata Power Delhi Distribution Limited |
| Gaurav Arora | DGM | Tata Power Delhi Distribution Limited |
| Sachin Gupta | HoD- BE &TQM | Tata Power Delhi Distribution Limited |
| Shivansh Saxena | Team Member - IT | Tata Power Delhi Distribution Limited |
| Pankaj Goel | TA to CFO | Tata Power Delhi Distribution Limited |
| Disha Sharma | Manager-TA to Chief(NS) | Tata Power Delhi Distribution Limited |
| Amit Arya | AGM-HoG (NEG - III) | Tata Power Delhi Distribution Limited |
| Manisha Taneja | Sr. Manager | Tata Power Delhi Distribution Limited |
| Simran Kaur | DGM | Tata Power Delhi Distribution Limited |
| Pragati Sharma | Sr.Manager | Tata Power Delhi Distribution Limited |
| Ankit malik | AGM | Tata Power Delhi Distribution Limited |
| Nawal Kishore Khulbe | AGM - HoG (FM Services - I) | Tata Power Delhi Distribution Limited |
| Jyoti | Sr. Officer - BE -TQMEC | Tata Power Delhi Distribution Limited |
| Hariom Singh | HoD (F&A - F&A Operations & Ci) | Tata Power Delhi Distribution Limited |
| Badri Lal Lodhi | Assist. Manager-STs | Tata Power Delhi Distribution Limited |
| Manmeet Singh | DGM | Tata Power Delhi Distribution Limited |
| Raj Kumar Sharma | HoD (Sub Transmissions) | Tata Power Delhi Distribution Limited |
| Manoj Kumar Sharma | HoD (EHV Projects) | Tata Power Delhi Distribution Limited |
| Anil Kumar Meena | HoD Civil-(MC,TC & CC) | Tata Power Delhi Distribution Limited |
| Keshav Raghav | HoD (EAC - Recovery) | Tata Power Delhi Distribution Limited |
| Anurag Khurana | HoD (RRG,MRG,RCG Front Off, PB & LS) | Tata Power Delhi Distribution Limited |
| Ajay Agarwal | HoD (Contracts) | Tata Power Delhi Distribution Limited |
| Dipanwita Ray | HoD (CEM, CSG, VAS & Eaas) | Tata Power Delhi Distribution Limited |
| Meenakshi Arora | HoD (HRB, KCG, Express & PA) | Tata Power Delhi Distribution Limited |
| Manisha Wadhwa | HoD (CEM & CSG) | Tata Power Delhi Distribution Limited |
| Sanjeev Rana | HoD (Communication Tech & Architecture) | Tata Power Delhi Distribution Limited |
| Shashank Sharma | HoD (G&I, NBS & Street Light Project) | Tata Power Delhi Distribution Limited |
| Harleen Kaur | HoD (Talent Dev. & Emp Engagement) | Tata Power Delhi Distribution Limited |
| Shrinjoy Bagchi | HoD (Automation & P & T Distribution) | Tata Power Delhi Distribution Limited |
| Arti Garg | HoD (Applications Delivery) | Tata Power Delhi Distribution Limited |
| Amita Sharma | AGM-HOG(BE - BEMI, CFM, KM & Audi) | Tata Power Delhi Distribution Limited |
| Neha Verma | Manager(BE-TQMEC) | Tata Power Delhi Distribution Limited |
| K K Prasad | Sr.Manager(BE - Improvement Mgmt.& D) | Tata Power Delhi Distribution Limited |
| Dheeraj Pandey | Asst.Manager(BE - Improvement Mgmt.& D) | Tata Power Delhi Distribution Limited |

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| Tarun Batra | Addnl. G M(IT- Information Technolog) | Tata Power Delhi Distribution Limited |
| Surender Singh | Sr. GM (Electrical) | Tata Power Delhi Distribution Limited |
| Nitin Tyagi | Executive (BE - TQMEC) | Tata Power Delhi Distribution Limited |
| Smitu Shree mahapatra | Officer(BE - BEMI, CFM, KM & Audi) | Tata Power Delhi Distribution Limited |
| Shishir Srivastava | Addln GM | Tata Power Delhi Distribution Limited |
| Ritu Gupta | Addnl. G M | Tata Power Delhi Distribution Limited |
| Vipin Kalia | TS - Switchgear, FLC & DT | Tata Power Delhi Distribution Limited |
| Kapil Kumar | Power System Control | Tata Power Delhi Distribution Limited |
| Shiva Kumar | Material Quality | Tata Power Delhi Distribution Limited |
| Deepak Kumar Agrawal | DGM | Tata Power Delhi Distribution Limited |
| Anujesh Shahi | Power Mgmt | Tata Power Delhi Distribution Limited |
| Nidhi Thomas | HR - Learning & Org, Deve | Tata Power Delhi Distribution Limited |
| Geetanjali Tripathi | Social Impact Group | Tata Power Delhi Distribution Limited |
| Radhe Shyam Popli | Facility Management - Co | Tata Power Delhi Distribution Limited |
| Amit Taneja | IT - Infra, User Service | Tata Power Delhi Distribution Limited |
| Yashika Kumar | Comml.-CWG,AMI,Rev Pro,CQ | Tata Power Delhi Distribution Limited |
| Sumit Prasad | Tech Serv.,PM,PSC,Q&S,BD | Tata Power Delhi Distribution Limited |
| Ankush Saphiya | HR - Strategy HR & Workfo | Tata Power Delhi Distribution Limited |
| Ajay Rajpal | Distribution Operations | Tata Power Delhi Distribution Limited |
| Gajanan S Kale | CEO | Tata Power Delhi Distribution Limited |
| Arun Chauhan | AGM | Tata Power Delhi Distribution Limited |
| Rashmikant | Head(CS & KCG) | Tata Power Delhi Distribution Limited |
| Umesh Satija | DGM | Tata Power Delhi Distribution Limited |
| Rinku Aggrawal | HoD(STS) | Tata Power Delhi Distribution Limited |
| Nitish Rana | AGM | Tata Power Delhi Distribution Limited |
| Megha Bhargava | AGM | Tata Power Delhi Distribution Limited |
| Pushpendra Kumar | HoD(EAG) | Tata Power Delhi Distribution Limited |
| Varun Bhatnagar | HoD (Operational Technologies) | Tata Power Delhi Distribution Limited |
| Yamini Gogia | DGM | Tata Power Delhi Distribution Limited |
| Jyoti | Sr.Officer | Tata Power Delhi Distribution Limited |
| Shasank Sahoo | HoD (GIS) | Tata Power Delhi Distribution Limited |
| Ranjana Gupta | A G M | Tata Power Delhi Distribution Limited |
| Davinder Kumar Bhatia | DGM | Tata Power Delhi Distribution Limited |
| Girish Israni | DGM | Tata Power Delhi Distribution Limited |
| Vikas Kumar Shandilya | DGM | Tata Power Delhi Distribution Limited |
| Rahul Kumar | G M | Tata Power Delhi Distribution Limited |
| Varun Sharma | G M | Tata Power Delhi Distribution Limited |
| Mukesh Kr Singh | G M (E) | Tata Power Delhi Distribution Limited |

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| Sudesh Kumar Sharma | G M (E) | Tata Power Delhi Distribution Limited |
| Pranay Chauhan | Officer | Tata Power Delhi Distribution Limited |
| Parul Sharma | Mgmt Trainee | Tata Power Delhi Distribution Limited |
| Manish Jain | Addnl. G M | Tata Power Delhi Distribution Limited |
| Kapil Gupta | Addnl. G M | Tata Power Delhi Distribution Limited |
| Anurag Bansal | Addnl. G M | Tata Power Delhi Distribution Limited |
| Upasana Teotia | DGM | Tata Power Delhi Distribution Limited |
| Bharat Kumar Chhabra | G M | Tata Power Delhi Distribution Limited |
| Sandeep Deodatta Priolkar | Retired as DGM/Head-Central Maintenance Department | Mahindra & Mahindra Ltd |
| Arijit Das | Senior Manager, Quality Assurance | Tata Motors |
| M Sundar | Head Quality Assurance | Saaru Innovations Pvt Ltd |
| Charvie Mishra | Deputy Manager- Sustainability & Environment | Mahindra & Mahindra Ltd |

Answers to the Quiz Quest

| | | |
|---|---|--|
| 1. B) Statistical Process Control (SPC). | 2. A) Provide better training and knowledge resources. | 3. A) Root cause analysis with Pareto charts. |
| 4. A) Lean Management. | B) Producing goods only when there is demand. | 6. B) Six Sigma |
| 7. B) The process is not centered within the specification limits . | 8. B) To proactively identify risks and prevent defects before production | 9. A) To align product design with customer needs and expectations |
| 10. C) Just-in-Time Manufacturing | | |