

28th July, 2026

MANAGEMENT LITERACY

DR A. M, SINGHVI

A nation-wide revolution, for a Viksit Bharat.

WHAT IS MANAGEMENT LITERACY?

It is the ability to apply knowledge, thinking and practical skills to plan, organize, execute and improve work – every day. It turns ideas into impact, resources into results and individuals into value creators.

-  **QUALITY**
Do it Right
-  **COST**
Do it Smart
-  **DELIVERY**
Do it On Time
-  **INNOVATION**
Do it Better
-  **PRODUCTIVITY & PRIDE**
Do it Together

THE POWER OF QCDIP

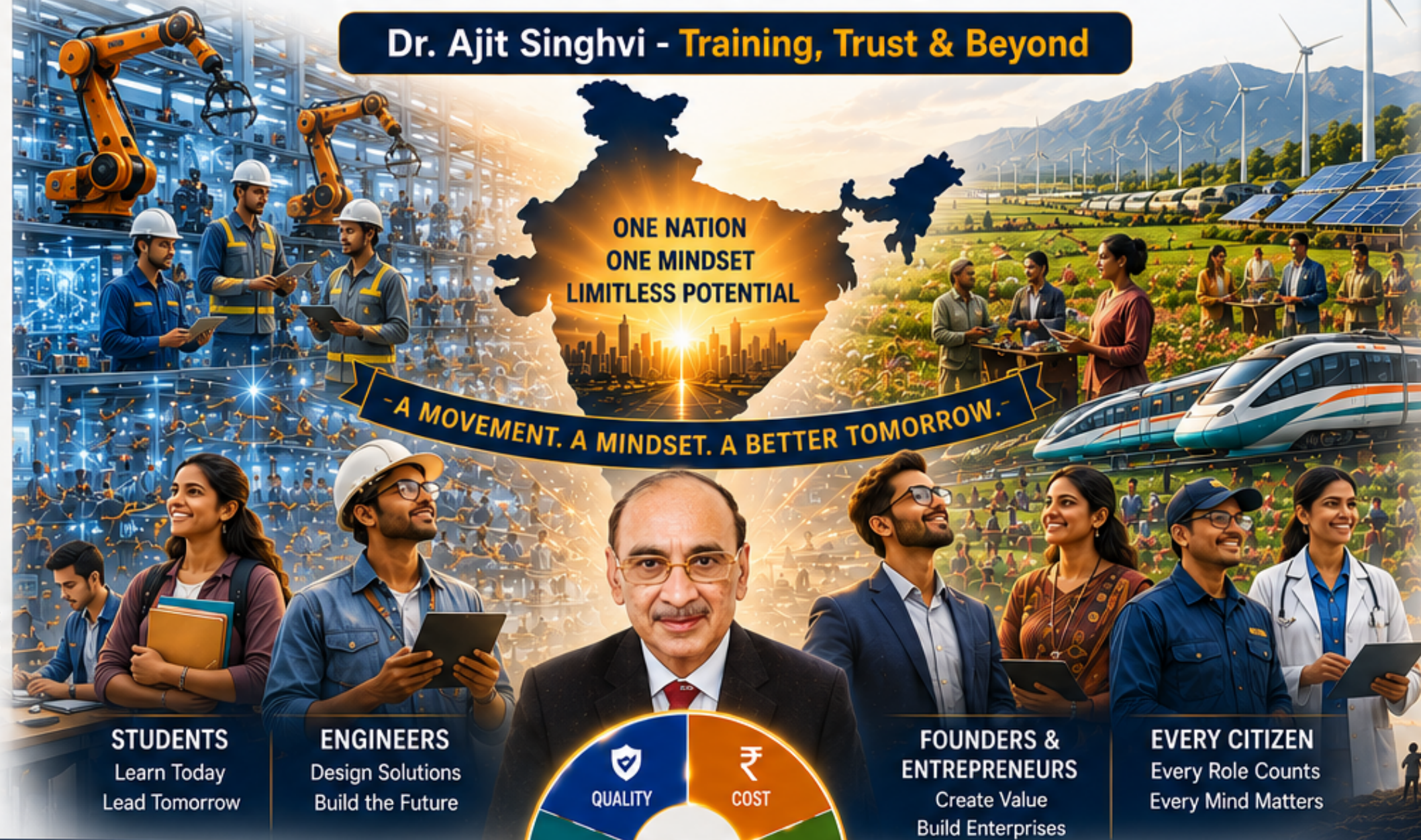
A simple yet powerful framework that helps organizations excel and nations compete. **Quality. Cost. Delivery. Innovation. Productivity & Pride.**

MANAGEMENT LITERACY

THE NATIONWIDE REVOLUTION FOR A VIKSIT BHARAT

Empowering Every Mind. Strengthening Every Enterprise. Transforming India.

Dr. Ajit Singhvi - **Training, Trust & Beyond**



STUDENTS
Learn Today
Lead Tomorrow

ENGINEERS
Design Solutions
Build the Future

FOUNDERS & ENTREPRENEURS
Create Value
Build Enterprises

EVERY CITIZEN
Every Role Counts
Every Mind Matters



HOW WE MAKE IT HAPPEN

-  Simple Learning for Everyone
-  Practical Tools & Frameworks
-  Focus on Continuous Improvement
-  Collaboration Across Sectors
-  Technology & AI Enablement
-  Practice, Measure & Improve

BE PART OF THE MOVEMENT

From classrooms to boardrooms. From startups to factories. From villages to cities. Let us build a Management Literate India — together.

BETTER MANAGEMENT. BETTER ENTERPRISES. BETTER INDIA.

VIKSIT BHARAT 2047

WHY INDIA NEEDS THIS REVOLUTION

India's growth will be driven not only by capital and technology, but by the management capability of 63+ million MSMEs, enterprises, institutions and public systems.

-  **STRONGER ENTERPRISES**
-  **HIGHER PRODUCTIVITY**
-  **MORE JOBS & INCOMES**
-  **GLOBAL COMPETITIVENESS**
-  **VIKSIT BHARAT 2047**



50+ Years
of Global
Experience



Across 6 Countries
Multiple
Industries



Institution Builder
IITs & IIM



85% of Life Savings
for Education &
Women Empowerment



Ajit Singhvi Education
& Training Trust



Free Resources for All
womenceo.org.uk

DR. A M SINGHVI

A Lifetime of Management Literacy, Philanthropy & Nation Building

Presented by The Times Group in honour of a visionary whose intellectual rigour, selfless philanthropy, and relentless pursuit of world-class standards have transformed enterprises, institutions, and lives across continents.

55+ Years

Global industry & academic work across UK, France, India, Nigeria, West Indies & Southeast Asia

QCDIP Framework

Original intellectual contribution extending Japanese QCD — now globally attributed to Dr. Singhvi

85% of Life Savings

Donated for education & women empowerment in India — a living embodiment of Individual Social Responsibility

280-Slide Guide

Distributed free to all — from factory workers to CEOs — across India and beyond



Dr. A.M. Singhvi
Born 1943 · London & Bangalore
FCA · CGMA · PhD · D.Engr

PROFESSORIAL CHAIRS — INVESTING IN INDIA'S BEST MINDS



IIT Madras

Endowed chair supporting research and teaching excellence at one of India's premier engineering institutions.



IIT Roorkee

Supporting managerial skills development for engineers — bridging the gap between technical and management education.



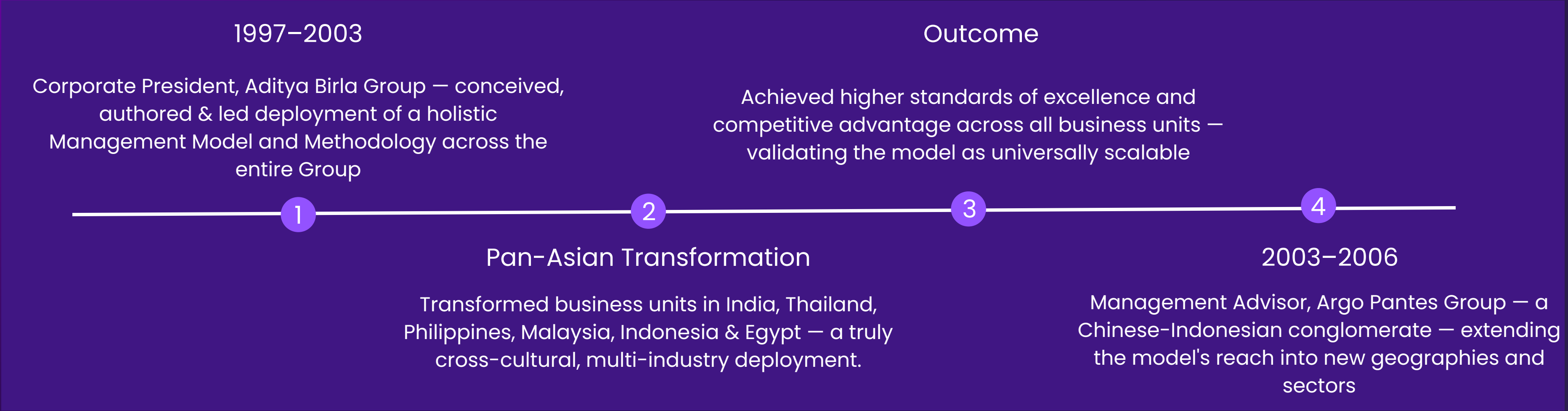
IIM Mumbai

Endowed chair at India's leading management institution — advancing management education and research.

Funding Source: 85% of Dr. Singhvi's personal life savings — a living example of Individual Social Responsibility (ISR). Recognised by Punjab Tribune, Asian Lite, and multiple national publications. Named rooms and facilities at IIM Mumbai and IIT Roorkee in his honour.

THE ADITYA BIRLA CHAPTER — PROVING THE MODEL AT SCALE

Between 1997 and 2003, Dr. Singhvi served as one of the Corporate Presidents of the **Aditya Birla Group**, reporting directly to the Chairman. This chapter represents the definitive real-world validation of the Singhvi Management Model — deployed at scale, across cultures, and across industries.



The Aditya Birla deployment remains the single largest multi-country, multi-sector proof of concept for the Singhvi Management Model — cementing its status as a genuinely scalable, cross-cultural fram

THE PHILOSOPHY — "BEAT THE BEST"

Core Belief

Every person in every enterprise — from porter to CEO — can and must think and act like a manager focused on excellence. This democratisation of management thinking is the bedrock of Dr. Singhvi's philosophy.

The National Mission

After the success of computer literacy across India, Dr. Singhvi argues the next national imperative is Management Literacy — making India the most management-literate nation on earth, a true Viksit Bharat.

PSR & ISR Innovation

Dr. Singhvi pioneered Personal Social Responsibility (PSR) — individuals funding local development from personal savings — complementing Corporate Social Responsibility (CSR). He himself donated 85% of his life savings for education and women empowerment, embodying Individual Social Responsibility (ISR)

"Beat The Best"

A rallying cry for enterprises, individuals, and the nation to pursue world-class standards — relentlessly, inclusively, and with pride.



Vision for India

Make India the Most Management Literate Nation — a Viksit Bharat where every MSME operates at world-class QCDIP levels, and every citizen is empowered to contribute to national excellence.

QCDIP — DR. SINGHVI'S ORIGINAL FRAMEWORK

Dr. Singhvi extended the traditional Japanese QCD (Quality, Cost, Delivery) model by adding **I** for **Innovation** and **P** for **Productivity & Pride** — creating QCDIP. This was not a cosmetic addition; it was a philosophical expansion that recentred the human and innovative dimensions of enterprise performance.



"The concept of QCDIP is linked to Ajit Singhvi, who authored the 'Alphabet of Management & Transformation' featuring the QCD-IP for Performance Improvement framework."

Q — Quality & Quantity

Up with new features; zero defects in products and services

C — Cost

Structure and operating costs down at both customer and supplier ends.

D — Delivery & Speed

Faster, more reliable delivery to market

I — Innovations

Continuous innovation to help customers and the enterprise self-succeed

P — Productivity & Pride

Uplifting stakeholder pride and productivity for sustainability

THE SINGHVI MANAGEMENT MODEL — A FOUR-TIER ARCHITECTURE

Design Principle: Simple enough for a worker, rigorous enough for a CEO — universally deployable across any enterprise, any size, any sector

"Beat The Best" — Dr. A.M. Singhvi



1

Tier 1 — Outer Circle

Purpose, Enabling Environment & Structure — Vision, Mission, Strategy & Leadership; Mindset, Culture & Passion

2

Tier 2 — Key Inputs

The 7Ms: People, Machines, Materials, Methods, Measurements, Markets, Money — the building blocks of Process Management

3

Tier 3 — Ten Focus Dimensions

The operational engine — 10 areas every person, team & business must pursue for balanced transformation

4

Tier 4 — Result Areas

QCDIP outcomes at Strategic, Operational & Tactical levels — Shareholder Value delivered

THE TEN DIMENSIONS — OPERATIONAL ENGINE & MEASUREMENT FRAMEWORK

At the heart of the Singhvi Management Model sit Ten Focus Dimensions — the operational engine that translates strategic intent into measurable, daily-level performance. Every dimension is tracked with Actual vs. Target scores, with a Yearly Improvement Index revised annually against world-class benchmarks.

Dimension	Actual	Target
1. Waste Elimination	76	86
2. Work Environment	80	86
3. Supply Chain	90	95
4. Equipment Effectiveness	86	90
5. Customer Orientation	90	95
6. Zero Defects	86	90
7. Skills & Liaison	76	86
8. Information & AI	78	86
9. Technology	76	90
10. Cost & Cash Flow	76	85

*Endorsed and deployed in partnership with ICECA Trust, Asia and Renault Institute, Paris. QCDIP outcomes also tracked: Quality & Quantity (Actual 85 → Target 98), Costs (90 → 95), Delivery (87 → 96), Innovations (88 → 95), Productivity & Pride (88 → 95).

THE TEN DIMENSIONS — OPERATIONAL ENGINE & MEASUREMENT FRAMEWORK

1

Waste Elimination (MUDA)

Root cause elimination of all non-value-adding activities

2

Abnormality-Free Work Environment (5S)

Inspiring, clean, safe and organised workplaces

3

Secure Supply Chain (JIT)

Reliable, just-in-time supply chain management

4

Equipment Effectiveness (TPM)

Zero accidents, zero breakdowns — autonomous, preventive & improvement maintenance

5

Customer Orientation

Internal and external customer focus at every workstation

6

Quality First (Six Sigma / SQM)

Zero defects — from 3 Sigma to 6 Sigma; strategic quality management

7

Liaison, Team Force & Skill Upgradation

Cross-functional collaboration and continuous learning

8

Information, Systems & BPR / AI

Data-driven decision making, business process reengineering, and AI integration

9

Technology Absorption & Upgradation

Continuous technology adoption and improvement

10

Cost Drivers & Cash Flows

Capital expenditure management, revenue optimisation, cost-benefit and value engineering analysis

INTERNATIONAL REACH — MANAGEMENT LITERACY WITHOUT BORDERS

Dr. A.M. Singhvi's profound influence transcends geographical boundaries, disseminating his vision for management literacy through strategic partnerships, academic engagements, and direct impact in numerous countries.

Global Presense

Work and impact across UK, France, India, Nigeria, West Indies, Thailand, Philippines, Malaysia, Indonesia, Egypt, China, Vietnam, Cambodia, Ukraine.

Industry & Philanthropic Impact

Advisory roles with Argo Pantes Group (Indonesia) and women empowerment initiatives via womenceo.org.uk.



Strategic Partnerships

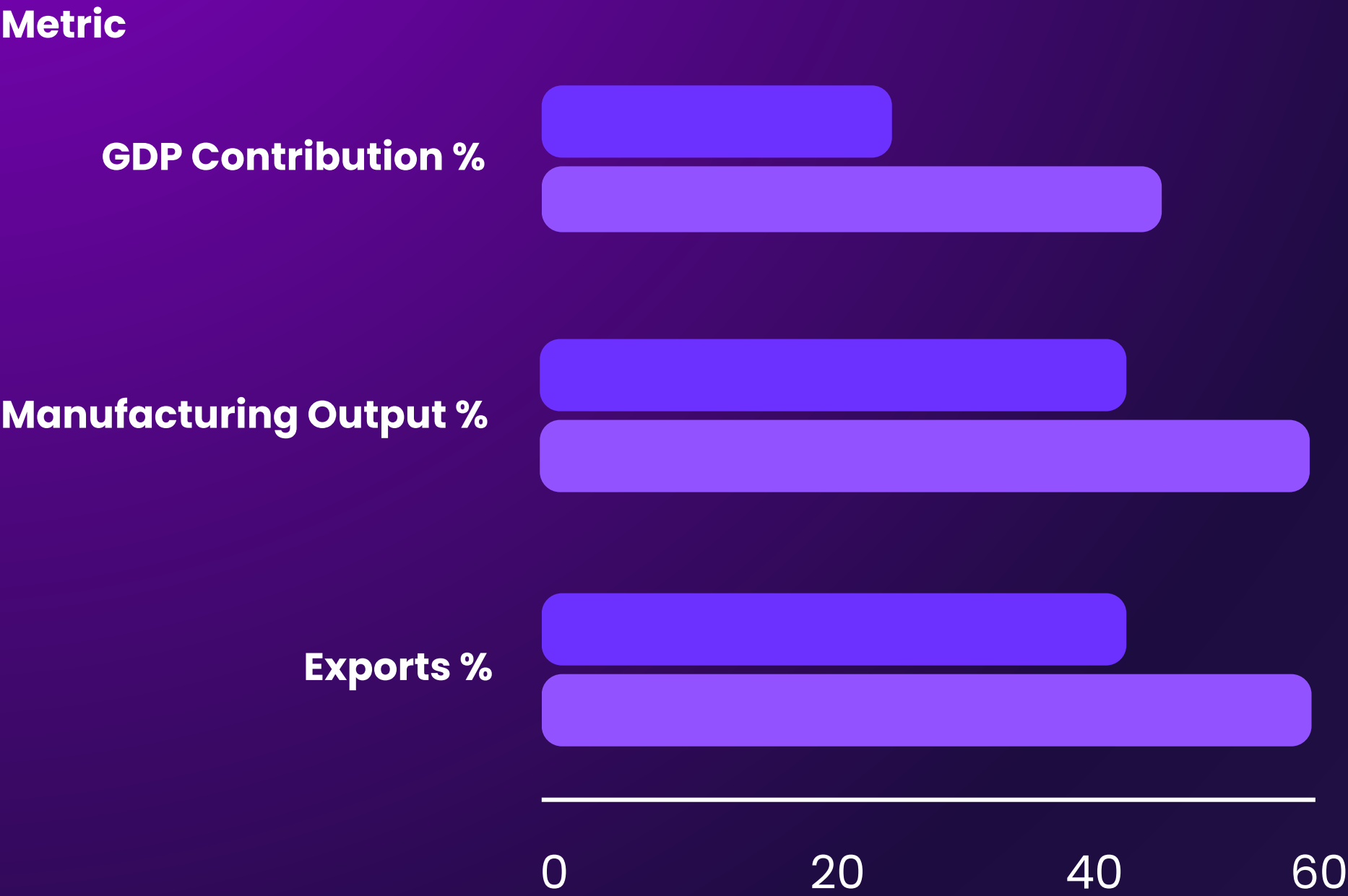
Formal collaborations with ICECA Trust (Asia) and Renault Institute (Paris) deploy the Singhvi model internationally.

Academic & Thought Leadership

Engagements with Harvard Business School alumni, Middlesex University, and active participation in international forums.

THE VIKSIT BHARAT VISION — INDIA 2047

■ Current ■ Target 2047



The Gap & The Opportunity

Over 8.7 crore (87.2 million) registered MSMEs contribute ~30% of GDP, ~45% of manufacturing output, 45%+ of exports, and are India's second-largest employer. Most use their own models of management — transition to best-in-class is slow.

Dr. Singhvi's Proposal

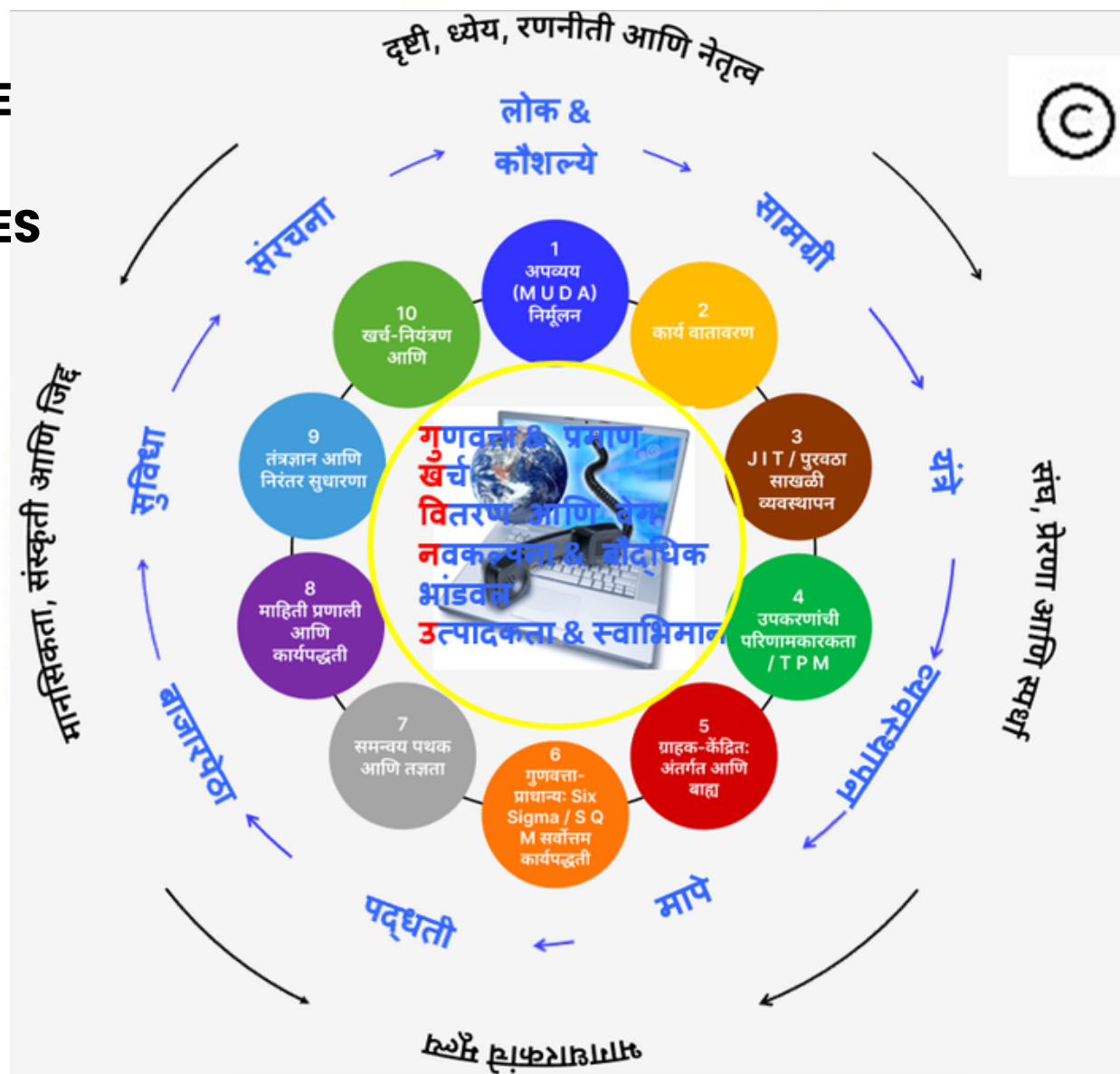
A mass movement — every employee from worker to CEO implementing the QCDIP model in whatever they do. Common Understanding Workshops for ALL employees, basic tools like Why-Why analysis, and Facilitator-led improvement plans for each Work Centre.

Target: Raise MSME contribution to GDP from 30% to 50% by 2047 — aligned with the Government's own Viksit Bharat targets.

THE TRANSFORMATION GUIDE — 280 SLIDES, FREE FOR ALL!

Model for Transformation to Sustainable Business Excellence & Competitive Advantage

**MARATHI
+ MULTIPLE
REGIONAL
LANGUAGES**



"The Best"
M. Singhvi

"Art and Science of Managing and Transforming the Enterprise to World Class Standards" — a **14-part, 280-slide** strategic and action guide for practitioners, students, workers, and leaders. Available entirely free, in English and Hindi, through the **Ajit Singhvi Education and Training Trust**, Coimbatore.

14 Parts Cover

Simple holistic model, Mindset & QCDIP, Ten Dimensions, Features of the Model, Vision, Mission & Strategies, Methodology, Tools & Techniques, Transformation Roadmap, Sustaining Momentum

Workshop Format

One/Two-Day Workshop Module designed for all employees — from workers and cleaners to senior management — not just a selected few. Bilingual (English & Hindi) for maximum reach across India.

Dollar-a-Day Blog

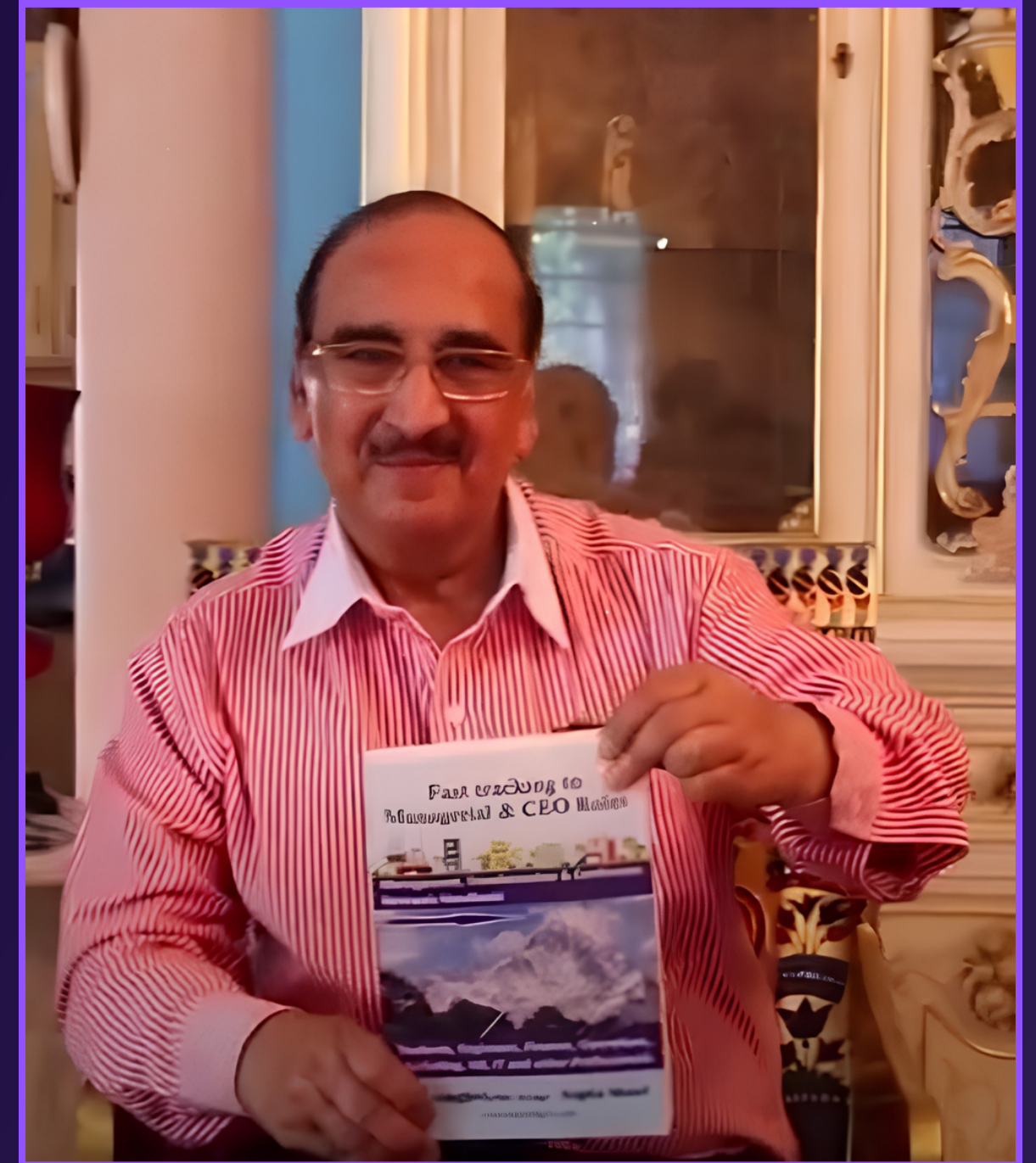
Free management training material shared online at dollar-a-day-singhvi.blogspot.com — People and Process Management for all, available to anyone with an internet connection.

ALPHABET OF MANAGEMENT & TRANSFORMATION

Co-authored with collaborators and published by Himalaya Publishing House, India — a handbook for improving Management Literacy across India, written for practitioners, not just academics.

Forewords by Directors of XLRI, IIT, leading industry figures, and Theory of Constraints (TOC) Guru — a testament to cross-disciplinary respect. Features the QCD-IP for Performance Improvement framework — Dr. Singhvi's original contribution to management science. Widely appreciated by CEOs, managers, and students across India and internationally.

Companion Works: "**Fast-Tracking to Managerial and CEO Roles**" — a practical guide for career acceleration. "**Management Planning (MPB)**" — a structured approach to enterprise management planning.



THE ROAD AHEAD — CARRYING THE LEGACY FORWARD

Dr. Singhvi's mission for management literacy is more relevant than ever, presenting an unparalleled opportunity for India's economic transformation.

What India Needs Now — The Unfinished Mission

The Scale: MSME Powerhouse

8.7 crore MSMEs in India—the vast majority not yet operating at world-class QCDIP levels.

The Opportunity: Economic Leap

If India's MSMEs achieve world-class performance, GDP contribution could rise from 30% to 50% by 2047—a transformational economic shift.

The Tool: Proven Model

The Singhvi Management Model—simple, cheap, holistic, and proven—is ready to deploy at national scale.

The Ask: Champions Needed

A TV station, newspaper, government ministry, or corporate champion to launch a Revolution for Management Literacy in India.

The Karmayogi Opportunity

Access the 280-slide guide on the Karmayogi Portal, enabling 3 million+ civil servants to become management literacy champions.

The Vision: Literacy Leader

India as the Most Management Literate Nation—where every enterprise operates with QCDIP discipline.

HOW WE CAN CARRY THIS LEGACY FORWARD

Dr. Singhvi's mission is a collaborative effort. Here are ways you can contribute to advancing management literacy and social responsibility.



Learn

Access the free 280-slide Transformation Guide through the Ajit Singhvi Education and Training Trust — apply it in your enterprise or work center.

Share the QCDIP framework with your team, your students, your community — management literacy multiplies when shared.



Teach



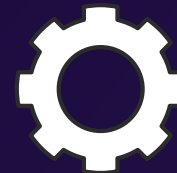
Give

Embrace PSR — Personal Social Responsibility — donate a portion of your savings to education and skill development in your community.

Champion the cause of Management Literacy in your industry association, your government engagement, or your media platform.



Advocate



Implement

Launch a Common Understanding Workshop in your enterprise — bring every employee into the QCDIP journey for continuous improvement.

THANK YOU

विकसित भारत 2047 — Making India the Most Management Literate Nation