Operational and Organizational Excellence

September 24-26, 2018
MDI Campus Gurgaon
Background
The word excellence is widely used to denote superlative performance in any activity in which an individual or organization is engaged. In the context of organizations, excellence may refer to some aspects of their activities or it may also be used for their overall performance. It is difficult to define organizational excellence because some of its elements are intangible which cannot be quantified or measured. Excellence must really be seen in terms of competition. The competition has been an integral part of evolution itself. It manifests itself in fights among males and females of the species in trying to win the best mates for procreation. In business, there has always been a competition among organizations to win customers and investors.

Operational Excellence is a philosophy of leadership, teamwork and problem solving resulting in continuous improvement throughout the organization by focusing on the needs of the customer, empowering employees, and optimizing existing activities in the process. This operational excellence is derived from the implementation of Kaizen concept in corporations. In contrast to the usual emphasis on revolutionary, innovative change on an occasional basis, Kaizen looks for uninterrupted, ongoing incremental change. In other words, there is always room for improvement and continuously trying to become better. In practice, Kaizen can be implemented in corporations by improving every aspect of a business process in a step by step approach, while gradually developing employee skills through training education and increased involvement.

To build a habit of ‘Excellence’ in managers, this programme aims at building competencies of problem solving and decision-making- important skills for business and life, with innovative methodologies and in class discussions.

Objectives
This programme would assist participants
- To develop an understanding of variables affecting decisions and premises around which decisions are made
- To build organizational structure to foster innovation, excellence and leadership
- To benchmark and measure performance
- To enhance productivity by effective management of Job and Workplace
- To improve individual effectiveness by managing transformations

Contents
- Customer Centricity for Operations Excellence
- Building Organizations for Excellence
- Enhancing Productivity
- Designing effective organizational structure
- Benchmarking Performance
- Managing power and politics in organizations
- Managing Job and Workplace
- Nurturing Organizational culture
- Strategic Decision Making
- Leading and managing transformations

For Whom
This programme is designed for executives making decisions mainly at middle and top level management. The generic systems approach makes it relevant for any decision maker who wants to analyze and see the dynamics of risk and uncertainty in any organizational context.
- Middle and Senior Level Managers making decisions at various strategic and function levels, Marketing, Finance, Supply chain, Human Resource etc.
- Researchers and Analytics, who wants to understand patterns of reality and predicting system behavior having significance for decision makers

Venue & Duration
The programme will be conducted for three days during September 24-26, 2018 on residential basis at MDI Campus, Mehrauli Road, Sukhrali, Gurugram–122007. Accommodation for the participants will be available at Executive Hostel in MDI from the afternoon of September 23, 2018 to the forenoon of September 27, 2018.

Discount Policy
With a view to our long term relationship with your esteemed organization, we are pleased to introduce the discount policy in a particular programme. The discount will be observed in the following conditions:
1. 10% Discount against 3-5 nominations
2. 20% Discount against more than 5 nominations

Registration & Fees
Participants should be nominated by their organizations. The enclosed nomination form should be completed and returned with all the details. The fee of the program is Rs. 55,000/- (Rupees Fifty Five Thousand only) per participant which includes professional fee and all charges for lodging and boarding and supply of course materials. GST as applicable will be charged extra in addition to the programme fee. Payment should be made by a crossed Demand Draft/Cheque/NEFT/RTGS in favour of “Management Development Institute, Gurugram (Haryana)”, and send to the Chief Administrative Officer (Programmes), Management Development Institute, Sukhrali, Mehrauli Road, Sector-17, Gurugram 122001, Haryana, INDIA.

Important Dates
The last date for receipt of nominations is September 10, 2018. The last date for withdrawal of nominations is September 12, 2018. Any withdrawal received after this date will be subject to deduction as per the Institute’s rules. However, substitution may be permitted.

Enquiry
For any Additional information / enquiry, please write to:
Chief Administrative Officer (Programmes),
Management Development Institute,
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Faculty Profile

**Dr. Manoj K. Srivastava**
Associate Professor, Operations Management

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**P.B. (Dr.) Manoj K. Srivastava** is Area Chairperson and Associate Professor of Operations Management at Management Development Institute, Gurgaon. He obtained his B.E. (Mechanical Engineering) from IIT-Roorkee in 1993 and M.Tech. (Management and Systems) from IIT-Delhi in 1995. He received his Ph.D. in Supply Chain Management from BITS-Pilani. Prior to join MDI-Gurugram, he was faculty in Management Department at BITS-Pilani. He has handled various positions at MDI like Chairman of Executive Management Programme, Chairman of Alumni Affairs and Placement Coordinator for Executive Programmes.

He has been recipient of SIX excellence awards at MDI, namely Best Trainer (2008-09), Best Teacher (2009-10), Best Teacher (2011-12), Best Trainer (2012-13), Best Teacher (2014-15) and Best Teacher (2016-17) in last 8 years. He is having 20 years’ rich experience in management teaching, training, consulting and research. His research interests are in Supply Chain Performance Management, Supply Chain Resilience, e-SCM, Project Management, Operations Strategy, Decision Sciences and Service Operations Management. He offers courses and sessions on topics like Operations Management, Logistics & Supply Chain Management, Project Management, Strategic Sourcing, Lean Manufacturing, Performance Measurement Systems, Emerging Technologies, Disruptive Innovation, New Product Development, Creative Problem Solving, Managing Services, Balanced Scorecard, Best Practice Benchmarking, Smart Warehouse & Inventory Management, Operations Excellence, Kaizen & 5S for Visual Workplace and Strategic Decision Making in various long and short term programmes, both in academic and training mode.

He has taken training sessions in on-campus and off-campus IMDPs conducted for executives of various companies like Nestle India Ltd., Wipro, ACC Limited, ABB, EXL Service, Perfetti Van Melle, Jones Lang Lasalle, Reliance, Areva, Samsung, SAS-India, Hewitt International, Jindal Steel, Bajaj Auto Ltd., Hindustan Zinc Ltd., Punjab Loyal, Chambal Fertilizers, P&G Limited, IOC Limited, ICICI Bank, ICICI Lombard, Reckitt Benckiser, Reliance Retail, Wipro, HDFC Bank, ICICI Lombard, Godrej National Foods, Exide, Electrolux, Bank of Baroda, Punjab National Bank, Bank of Maharashtra, Oncle Oil Bank of Commerce, Indian Oil Corporation Ltd. (IOC), Oil and Natural Gas Corporation (ONGC), National Thermal Power Corporation (NTPC), Punjab State Electricity Board (PSEB), Bharat Electronics Limited (BEL), LIC of India, Indian Armed Forces, Food Corporation of India (FCI), JSW Energy Ltd., Pernod Ricard-India, Electronics Corporation of India Limited (ECIL), Central Warehouse Corporation (CWC), Department of Atomic Energy (DAE), Assam Civil Services, Department of Science and Technology (DST), Department of Posts (Ministry of Communications & Information Technology, Government of India), Geological Survey of India (GSI), Confederation of Indian Industry (CII), Border Security Force (BSF), Central Public Works Department (CPWD), Ministry of Defence and Development, Government of India), Defence Research & Development Organization (DRDO, Ministry of Defence, Government of India), National Cooperative Development Corporation (NCDC), Airports Authority of India (AAI), AGI Glaspac, Avon Cosmetics, National Buildings Construction Corporation Ltd. (NBCC), Pernod Ricard-India, Genpact-India, CREST Leadership Academy (Coca-Cola-India), Caithn India, Mahindra & Mahindra, Indian Statistical Services (ISS), Indian Railway Personnel Service (IRPS), NTPC-SAIL Power Company Private Limited (NSPCL)-Bhilai, Magneti Marelli India, Maruti Suzuki India Ltd. (MSIL), Bajaj Corp Ltd., iQor, Bajaj Auto Ltd, Delhi International Airport (P) Limited (DIAL), Tehri Hydro Development Corporation (THDC) India Limited, MID-Career Training Programme (Level IV for SAG) of Indian Ordnance Factories (OFB) and Advanced mid-career training programme for IRS officers (Additional and Joint Commissioners of Income Tax).

He has been Programme Director for more than 160 IMDPs as well as workshops (Overseas, Duke University-USA) for IRS officers, Indian Armed Forces, ONGC (Overseas, Groningen, Antwerp, Paris and Frankfurt), Corporation Bank, Central Warehouse Corporation (CWC), NK Minda Group, Punjab Loyal, Defence Research & Development Organization (DRDO), Airports Authority of India (AAI), Magneti Marelli India, Maruti Suzuki India Ltd. (MSIL), Indian Ordnance Factories, Delhi International Airport (P) Limited (DIAL) and Global Executive MBA Programme, India Module (in partnership with HHL Leipzig Graduate School of Management, Germany and EADA, Spain).

He has also designed and delivered customized training programmes as core person for Nestle Petronet Limited, Jones Lang Lasalle, Samsung, SAS-India, Hewitt International, Perfetti Van Melle, Eli Lilly, Indian Oil Corporation Ltd. (IOC), NTPC-SAIL Power Company Private Limited (NSPCL)-Bhilai, Bajaj Corp Ltd., JSW Energy Ltd., Caithn India, Genpact-India and Bajaj Auto Ltd.

He is visiting professor at IIM-Ranchi, IIM-Kashipur, Centre for Organization Development (COD)-Hyderabad and Haryana Institute of Public Administration (HIPA)-Gurugram for Supply Chain Management and Operations Management courses. He is also associated with many consulting assignments in the area of Operations and Supply Chain Management and developing training modules for the client by assessing their training needs.

He has guided more than 220 dissertations in management field for the students of various post-graduate programmes. Two FPM (Ph.D.) thesis in supply chain management have been successfully completed under his supervision and presently other three FPM (Ph.D.) thesis are in-process under his guidance. He has published research papers and case studies in supply chain field in various national and international journals and authored study material on World Class Manufacturing.

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Professor Jain is working as a full Professor with Management Development Institute Gurgaon and he has earned his PhD from Indian Institute of Technology Kanpur. He has more than 15-years of teaching, training, research and consulting experience. Prof Jain has worked in Indian School of Business Hyderabad (2003) and Aarhus University, Denmark (2014-2017) as visiting Professor where he has received the award for best visiting Professor. He is a visiting faculty to several global business schools e.g., Aarhus School of Business, Denmark (2010 onwards), University of Free State (2009), South Africa, IULM University Milano, Italy (2013), Indian Institute of Management Lucknow (2007-2009) & Ranchi (2017), and All Indian Management Association New Delhi. He has been a visiting scholar to Lancaster University, UK, Verona University Italy, UPM Madrid, Queensland University of Technology Brisbane etc. He is a keen researcher and published 45 articles in peer reviewed National and International journals etc., Journal of Managerial Psychology, Psychology and Marketing, Leadership Journal, Leadership and Organization Development Journal, Personnel Review etc. He is a recipient of highly commended paper award of Emerald. He presented his research papers in prestigious conferences e.g., American Psychological Association, European Association of Work and Organizational Psychology and British Academy of Management. He teaches courses on leadership and change management, organizational design, research methods and emotional intelligence etc.

Prof Jain is a very effective trainer and has successfully trained more than 5000 managers, among others, from organizations like ABB, Dasson, Iqor, Voith Hydro, Apollo Tyres, Maruti Suzuki, Nestle, Hero Future Energies, AVIVA, HP DCM, Jindal Stainless Steel, Vedanta, SREI Infrastructure, State Bank of India, HDFC, Bank of Baroda, Punjab National Bank, UCO Bank, OBC, ONGC, Indian Oil, Petronet LNG, GSPL, NTPC, NSPCL, PDIL, NPCIL, CPWD, Power Grid, LIC, NIC, BEL, Intelligence Bureau, BSF, CRPF and Indian Army etc. in different areas of organizational behavior. His training session on leading from within and emotional intelligence are appreciated by the participants.

He has been invited by several training institutes as key note speaker to deliver talks on leadership and emotional intelligence e.g., CPWD Academy, ONGC Academy, IIPM Gurgaon, Harveys Institute of Public Administration, Gurugon Raft Ahamed Kidwa National Academy for Postal Services, Ghaziabad, Institute for Government Accounts and Finance, Indian Institute of Public Administration New Delhi, Institute of Chartered Account of India, Bureau of Police Research and Development etc.

He is a widely traveled person and visited to almost 30 countries across the continents including the USA, the UK, France, Italy, Spain, Germany, Australia South Africa etc. As a person, his core values are sense of gratitude and believing in optimism. His role models are Mahatma Gandhi and Dasrath Mahi, apart from his own father who was a DySP in UP Police.
The Management Development Institute (MDI Gurgaon) was established in 1973 with the active support of IFCI following an initial grant received from KPW West Germany. The Institute soon established itself as one of the earliest centers for continuing education in India.

As an endorsement of its front runner position in the field of Post Graduate Education in Management in India, MDI’s PGPM (a two-year full time MBA equivalent program) has been awarded “A” Grade by the National Board of Accreditation of All India Council for Technical Education (AICTE). Various surveys have ranked MDI among the top B-schools of the Country. The MDI is the first Indian B-school with Global accreditation AMBA-Association of MBAs, UK. The education programs comprise of two-year full-time PGPM, PGP- HR, PGP-IM, 15-month Executive PGDBM, three-year Executive Management Program, Doctoral level EPM I EPPM, Post Graduate Program in Energy Management, and PG Diploma in Public Policy and Management. In addition to its academic programs, MDI has been a pioneer as well as a market leader in the area of continuing education in management. With over 45 years in this field, MDI conducts nearly 200 weeks of intensive short-term training programs each year, aimed at executives and managers from industry Over 3000 managers participate in these programs each year. These include open programs, as well as customized organization specific training modules. The approach integrates latest knowledge with best practices through integrated business school activities enabling organizations in pursuit of excellence.

MDI offers consulting services in the different functional areas of management. The driving force at MDI is a dedicated team of distinguished faculty who has extensive experience and expertise in diverse fields. Over the years, there has been distinctive shift in emphasis from helping design and implement policies, systems and processes in functional domains to cross-functional domains. The institute is recognized by the industry (public and private), Central and State governments, and NGOs and is known for providing quality services to its clients. MDI always strives to provide high quality, cost-effective and timely services to the clients. It has remained contemporary through its primary focus on research, adapting to change and developing innovative strategies to facilitate the process of change in the dynamic business environment. The institute’s clients say that it has been able to add value to them by bringing in a strong cross-functional emphasis in their approach to carry out business.

As part of its strong research focus, MDI supports the following research initiatives:

- Centre for Supply Chain Management
- Centre for Excellence in Information Management
- Centre for Entrepreneurship
- Centre for Transformational Leadership
- Centre for Corporate Governance
- Centre for Responsible Business
- Centre for Positive Scholarship

MDI maintains high level of academic excellence in management. It has over 80 full-time faculties who have several years of experience having worked at senior positions in the industry. The faculty is thus able to deliver a healthy mix of practical insights and academic rigor in the classroom. MDI also has strong links with leading international B-schools. This aids in delivering a globalized management curriculum. As part of the global initiatives, student and faculty exchanges go on regularly. Joint research projects are also undertaken. Above all, MDI has a well developed state-of-the-art infrastructure, which includes a library with a collection of over 60,000 volumes, and online access to international journals, a computer center with over 500 PCs, air conditioned lecture halls and syndicate rooms, besides a host of other recreational facilities.

MDI’s International Partners

MDI has active linkages with McGill University Canada, University of Waterloo, Waterloo, School of Public Policy, George Mason University USA, University of Connecticut, USA, Cambridge College, Massachusetts. USA, DeGroote School of Business, McMaster University Canada, Robert H. Smith School of Business, University of Maryland, USA, Marquette University Wisconsin. USA, Bentley College, USA, The University of North Carolina, Kenan-Flagler Business School, Chapel Hill, USA, North Carolina State University Raleigh, North Carolina, USA, ESCP-EAP, France, EOEHEC Business School, France, The Institute d’Etudes Politiques de Paris (Sciences-Po), LAEuX-en Provence, France, Total Professors Association (TPA), Paris, Grenoble Ecole de Management, Grenoble, Bergische Universitat Wuppertal, Wuppertal. HHL Leipzig Graduate School of Management, Leipzig, International University in Germany, Bruchsal. European Business School - Oestrich-Winkel, Frankfurt School of Finance & Management. Frankfurt, Vienna University of Eco. & Business Administration, Austria, Copenhagen Business School, Denmark, Aarhus School of Business, Denmark, Solvay Business School, Brussels, The Faculty of Applied Economics, University of Antwerp, Belgium, BI Norwegian School of Management, Norway, University of Economics (RUT), China, University of Technology Brisbane, University of the Free State. Bloemfontein, University of Otago, Dunedin, Leon Recanati Graduate School of Business Administration, LAHAV Executive Education Centre, Faculty of Management, Tel-Aviv University, Tel-Aviv, Israel, University of Tampere, Finland, Lahore University of Management Sciences (WMS), Pakistan, RSM Erasmus University Rotterdam, Athens University of Economics and Business, Athens, Mosco International Higher Business School “MIRBS”, Moscow, Huazhong University of Science and Technology (RUST), School of Management, China. These linkages operate in the domains of exchange of students, faculty and knowledge. Some executive education programs are co-designed and delivered along with our partners. MDI now has developed a new niche market for foreign institutions in conducting international executive development programs at MDI campus.