

Management Development
Programme on

Operational Excellence through Benchmarking

October 12-14, 2015

MANAGEMENT DEVELOPMENT INSTITUTE
GURGAON

Background

Best practice benchmarking is the continuous and systematic search for best practices that leads to superior performance of an organization. Benchmarking helps in identifying areas that need improvement, further, it analyses what others are "doing right" and reveals how to be innovative in order to establish a process of continuous as well as breakthrough improvements to achieve excellence. Since the manufacturing sector has been relatively quick in responding to the changing business environment, benchmarking is being widely used in this sector for process, product and service performance measurement and improvement. It is finding increasing acceptance within certain areas of service sector. The manufacturing sector is deriving great benefits for measuring its performance through benchmarking as a part of continuous quality improvement. Benchmarking has provided the incentive for benchmarking organizations to look at their on-going operations with a critical eye toward continuous process improvement. With rapid changing technology and intense global competition, now we cannot afford not to understand their competition, nor can they afford not to understand the practices of the world's best organization practices.

If any organization wants to climb the ladders of world class organization, then benchmarking is critical to bridge the gap and build quality. Hence this programme intends to focus on how part of the benchmarking best practices.

Objectives

This programme would assist participants

- To understand the basic concepts and enablers of benchmarking
- To understand the various approaches of benchmarking namely, internal, functional, competitor and generic benchmarking
- To understand the logical steps to conduct process benchmarking for organizations
- To understand the various pitfalls of benchmarking
- To enable practicing managers to continuously improve performance based on developed benchmarks

Contents

- Introduction to benchmarking
- Measuring Performance for Effective Benchmarking
- Benchmarking: Six Sigma Way
- Models and Tools for Benchmarking
- Benchmarking Projects for Capability Assessment
- Towards World Class Performance through TECHNNOVATION

For Whom

This program is for executives, heading units and departments in various functional areas of private sector, public sector and government organizations.

Faculty

Core faculty of MDI and experts in this field will facilitate discussions and share their experience.

Venue and Duration

The programme is scheduled during October 12-14, 2015 on residential basis at MDI Campus, Mehrauli Road, Sukhrali, Gurgaon. Accommodation for participants would be available at MDI campus from the afternoon of October 11, 2015 to the forenoon of October 15, 2015.

Registration and Fee

Participants may be nominated by their organizations. The enclosed nomination form should be completed and returned to the Chief Administrative Officer (Programmes), Management Development Institute. The fee for the program is **Rs. 36,000/- (Rupees Thirty Six Thousand only)** per participant which includes professional fee & all charges for lodging and boarding and supply of course material. **Service Tax as applicable will be charged extra in addition to the programme fee.** Payment should be made by a crossed demand draft in favour of "Management Development Institute, Gurgaon (Haryana)," and sent to the Chief Administrative Officer (Programmes), Management Development Institute, MDI Campus, Mehrauli Road, Sukhrali, Gurgaon 122 007.

Last Date

The last date for receipt of nominations is October 02, 2015 and the last date for withdrawal of nominations is October 04, 2015. Any withdrawal received after this date will be subject to deduction as per the Institute's rules. However, substitution may be permitted. **Nominating organisations are advised to await confirmation of acceptance of nominations(s) before sending the participants to the programme venue.**

Enquiry

For any Additional information / enquiry, please write to:
The Chief Administrative Officer (Programmes)
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Programme Directors

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Prof. (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-Gurgaon, 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 four excellence awards at MDI, namely Best Trainer (2008-09), Best Teacher (2009-10), Best Teacher (2011-12) and Best Trainer (2012-13) in last five years.

He is having 17 years rich experience in management teaching, training, consulting and research. His research interests are in Supply Chain Performance Management, 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 in-company MDPs conducted for executives of various companies like Nestle India Ltd., Wipro, ACC Limited, ABB, EXL Service, Perfetti Van Melle, Jones Lang LaSalle, Religare, Areva, Samsung, SAS-India, Hewitt International, Jindal Steel, Bajaj Auto Ltd., Hindustan Zinc Ltd., Punj Lloyd, Chambal Fertilizers, Petronet LNG Limited, NK Minda Group, DCM Shriram, Roche Pharma, Fortis Healthcare, Eli Lilly, Corporation Bank, Canara Bank, Punjab National Bank, Bank of Rajasthan, Oriental Bank of Commerce, IndianOil Corporation Ltd. (IOCL), 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., 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 Urban 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, Genpact-India, Mahindra & Mahindra, Indian Statistical Services (ISS) and Advanced mid-career training programme for IRS officers (Additional and Joint Commissioners of Income Tax).

He has been Programme Director for more than 95 MDPs as well, namely Bharat Electronics Limited (BEL), Advanced mid-career training programme (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, Punj Lloyd, Defence Research & Development Organization (DRDO), Airports Authority of India (AAI) 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 programme as resource person for companies like Petronet LNG Limited, Jones Lang LaSalle, Samsung, SAS-India, Hewitt International, Perfetti Van Melle, Eli Lilly, IndianOil Corporation Ltd. (IOCL), JSW Energy Ltd., Genpact-India and Bajaj Auto Ltd.

He is visiting professor at IIM-Ranchi, IIM-Kashipur and COD-Hyderabad 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 160 dissertations in management field for the students of various post-graduate programmes. He has published research papers in supply chain field and authored study material on World Class Manufacturing.

Prof. (Dr.) Vijay Aggarwal
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Prof. (Dr.) Vijay Aggarwal is a Professor of Operations Management. He has several research publications covering the various facets of management and decision sciences in major national and international refereed journals. He has co-authored a book, Modernizing Organizations, and has been on the editorial board of some of the international journals. He has undertaken action research and developmental projects funded by NSERC, CIDA, USAID and UNDP. He has B.Tech. in Mechanical Engineering from IIT-Bombay and an MS & PhD in Operations Research from the Case Western Reserve University in US. Earlier, he has been professor at WSU (USA), UNB (Canada), IIM (Lucknow) and FMS (Delhi). His interests include decision sciences, operations research, decision support systems, production and operations management, supply chain management and project management.



About MDI

The Management Development Institute (MDI) was established in 1973 with the active support of IFCI following an initial grant received from KFW, 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 FPM I EFPM, 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 35 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, EOHEC Business School, France, The Institute d'Etudes Politiques de Paris (Sciences- Po), IAE Aix-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, Unlversua Carlo Cattaneo. (LIUC), Italy, Bocconi University, Milano, Warsaw School of Economics. Poland, Graduate School of Business Economics, Higher School of International Commerce and Finance (WSHiFM), Warsaw, Middlesex University, London, UK, School of Management, Asian Institute of Technology, Thailand, Queensland 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, Moscow International Higher Business School "MIRBIS", Moscow, Huazhong University of Science and Technology (HUST), 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.



MDI
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Management
Development
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