

HAND BOOK

ON

TRAINING & DEVELOPMENT

PROGRAMMES



Lead Global Management Institute

#11 Anand Reddy Layout, Electronic City, Phase 2, Hosur Road,

From The Director

Dear Friend

India remains one of the world's most dynamic and diverse markets currently. No longer can organizations compete effectively in isolation from their suppliers and other associates of supply chain. Worldwide, interest in Supply Chain Management (SCM) has increased steadily since the 1980s when global companies began to see the benefits of collaborative relationships. SCM concept is still nascent in India. Some major Indian Manufacturing Industries today are realizing the importance of developing and implementing a comprehensive supply chain strategy and then linking that strategy to the overall business goals. It is evident that an efficient supply chain system can reduce costs for all sectors of the economy making their offerings globally competitive. If Indian manufacturing industries do not capitalize on these opportunities, rest assured that the competition will.

Today SCM is listed globally as one of the ten competitive forces that is changing the force of how business is conducted in 21st century. It has been estimated that a 10% increase in transport costs may reduce trade volumes by more than 20%(Limao & Vanables,2001).The potential of moving towards supply chain excellence lies in an organization's commitment to treat supply chain processes as critical to their business objectives. Building the supply chain set up is need of the hour because it is the question of survival. And it is the fittest that survive. The time to act is now.

Lead Global Management Institute (LGMI) is working in close collaboration with Manufacturing, IT and Logistics Industries through continuous Training and Consulting activities in Logistics & Supply Chain Management (L & SCM) domain. To say the least, it is a rewarding experience. We have organized our training programs in L & SCM domain in 3 modes based on the request from various Industries and Business Establishments.

1. Awareness (Overview) Program – Half to one day;
2. Theme Based Program – Two to Three Days
3. Module Base Program – 5 days and above.

I have great pleasure in sending our Training and Development programs handbook to you. As you would turn the pages of our handbook you will discover that the first section contains the profile of LGMI, followed by gist of various study reports on "Perceived need for training of Indian Manufacturing Industries – to be competitive and to stay in business" and the later section contains programs designed to meet the challenges of comprehensive factors such as cost, quality, speed, delivery and customer focused for Manufacturing and Service Sectors. Off-campus training could be tailored to individual issues and needs of organizations. I invite you to take full advantage of LGMI Training and Development programs to wade through the 21st century with renewed vigour and confidence.

Cordially,

Director.

Foreword

LGMI has planned to conduct various training and development programs in Logistics and Supply Chain Management domain and its related topics to manufacturing, IT and Transportation sectors. The programmers are aimed to discuss the concepts, principles, practices and approaches in L & SCM domain with emphasis on business competitive factors such as cost, quality, speed, delivery and service and preparing participants to work on action plans for the implementation of quality & productivity improvement process Tools on regular basis so as to stay in the global market.

SCM is the most critical and important element of business performance. Today's SCM knowledge workforce represents the critical gear requirements that protect a company's security and bottom line performance. Knowledge workforces are required for all aspects of the supply chain ranging from supply sourcing, supplier partnership, manufacturing, Inventory management, Warehousing, Sales and customer service. They clearly are the key to assisting the IT organization define the data and application integration requirement. Almost for all organizational improvement tools, Knowledge workforce has become the key source of innovations and business value. Successful organizations recognize the unique needs of high-end knowledge workforce and support them with appropriately aligned work & workplace process designs, appropriate information techniques and relevant organization culture. They are related to Human Capital Development workforces that enable companies to protect bottom line costs, customer satisfaction and internal best practices.

This handbook outlines the details of the program such as program title, objectives to the program, to whom the program is designed, duration of the program, briefing of the program title and program content. Registration to these programs can be obtained by forwarding the completed registration form in respect of your participants as per the details given in this handbook.

LGMI's Vision, Mission, Values, Aims and Objectives

LGMI'S PHILOSOPHY

Skills have gained importance as being "Critical to business" and not just of "Nice to have". Combination of Speed, quality and cost will be a competitive advantage. It can only happen with effective implementation of L & SCM and making all relevant processes as value added and totally transparent

VISION

To be a relevant and preferred partner Institute for both Organizations and Individuals in the Logistics, Supply Chain and Retail Domain

MISSION

To improve organizational results by

- Infusing knowledgeable and competent work force into the focus industry.
- Imparting industry-specific and job-specific training to practicing professionals in the focus Industry.
- Providing corporates with strategic direction and execution driven solutions for operational excellence.

VALUES

- Sensitivity to Industry needs
- Continuous refinement to meet the present and future needs.
- Instilling the culture of commitment, loyalty and accountability.
- To foster the healthy practices
- Desire to excel.

AIMS

Imparting world class education and training in specialty specific management such as logistics, supply chain and retailing management to needy and willing students, working executives and professionals.

LGMI's Objectives:

- To build employability qualities
- To build employability skills
- To create – desire to work, ability to work, urge for better living and aiming for greater achievements in Life
- Make them able to identify – What is right, what is good and what is fitting
- Bridging the gap between academic education and job requirement at the time of entering into the job world.

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I.LGMI PROFILE

I. LGMI PROFILE

LGMI was established with an objective to impart world class education, training and consulting in specialty specific domains such as logistics, supply chain and retail management to students, working professionals and organizations.

Located at Electronic City, Bangalore, LGMI was conceptualized and managed by business heads of leading Logistics & Supply Chain Management Establishments, Technical experts of Public & Private Sector undertakings and with the support of prestigious Management Institute Academicians.

Major Activities of LGMI

a. Education:

Conducting Certificate / Diploma / Post Graduate Diploma Programs for wanting Individuals to either start or shift to the Logistics, Supply chain and retail management domain.

Towards this objective, LGMI has collaborated with **Institute for Entrepreneurship and Career Development (IECD), Bharathidasan University, Trichy**, towards offering the above Programs.

b. Training:

Conducting customized and specialized training programs for practicing professionals to enhance their knowledge and competency in the Logistics, retail and supply chain domain to move towards Organization's excellence.

LGMI partners with select organizations to design and deliver customized training programs that address an organization's global business challenges. The end result is a focused learning experience that enables an organization to develop its capabilities and implement strategies more quickly than ever before.

To Whom

- Entrepreneurs of SMEs and L & SCM service providers
- Work force and managers at all levels from SMEs and large industries

Indicative Topics

- Value stream mapping
- Synchronized flow (material, product, information and fund)
- Operations Management
- Kanban / Pull Systems
- Six Sigma
- Kaizen
- 5S
- Elimination of 7 wastes
- Quick Change over
- Theory of Constraints

- TQM / TPM
- Error proofing
- The balance score card
- Vendor Management
- L & SCM
- Attitude based and soft skill programs

c. Research & Consulting:

Help Organizations chose and implement the right supply chain strategies, tools and techniques, technology, location and out-source partners.

LGMI believes that Industry research forms the nucleus of every business and strategic market intelligence. We strive to assist industry in business development, process improvement and strategy development by providing tactical inputs to help clients achieve their key business objectives. LGMI believes that Research and Consultancy would contribute towards personal growth of Faculty and consequently of Students. For Students it will amount to a great learning experience. Consultancy serves as an exposure to both Students and Faculty and if Students get involved, it provides them with hands-on exposure. This will help in developing Managers for tomorrow.

Actual updation and upgradation of knowledge can only happen through research and consulting experience.

Effect of Research and Consultancy toward education

- Upgrading of relevant knowledge
- Generation and multiplication of new knowledge
- Protecting critical knowledge
- Dissemination / sharing of new knowledge

II. PERCEIVED NEED FOR TRAINING OF INDIAN MANUFACTURING INDUSTRIES

(To be competitive and stay in business)

PERCEIVED NEED FOR TRAINING OF INDIAN MANUFACTURING INDUSTRIES

1. Competitiveness of Manufacturing Industries: Current Scenario

In 21st Century, it is evident that Indian Manufacturing firms are facing fierce competition predominantly from MNCs and some imports. While the new competition is in terms of low costs, high quality products with best performance, intense competition is seen in high end products and large ticket projects. China, on the other hand, has aggressively consolidated its position as one of the leading manufacturing location in the world. Significantly, low cost Chinese goods (e.g. CFL bulbs from China sell for Rs.55 in the Indian market vis-à-vis a Phillips model for Rs.235) have entered the Indian market in a big way. More importantly whether it is steel, textile, bulk drugs or watches, Chinese products are selling at much lower prices in global markets. More fundamentally, why are Chinese, Korea, Thailand and Vietnam firms able to compete globally while Indian firms do not? There is a capability, culture, competence and desire to excel issue lurking among Indian Entrepreneurs, Managers and workforce somewhere behind the scene. The priorities and strategies, and the Training & Educational programs implemented to achieve these priorities by the Chinese, Korean, Thailand and Vietnamese are far advanced, compared to Indian firms. In short, in India, manufacturing strategy of most firms is still not addressing certain fundamental issues of competition such as new product development, Process development, Human Capital development, Lean & Agile concept and Integration of Logistics & Supply Chain Management.

As per the Research reports, these issues are influencing the various operational performances resulting in:

- 38% of firms increase in Work-in-Progress (WIP)
- 27% of firms declined in on time completion
- 17% of firms increase in manufacturing cycle time and procurement lead times
- 16% of firms lose their market place and
- 14% of firms came down from their Profitability

The deterioration/ stagnation of various operational performances is a sure sign of loss of competitiveness for Indian manufacturing firms. It reflects poor control of technological and managerial operations and should be a cause of concern. The good news is that more than 10% of Indian manufacturing firms' performance on various operational parameters like on-time deliveries, inventory turns, first pass yield etc., has improved due to strict adherence to productivity and quality standards, operational norms and practices. The not-so-good news is that their global competitors have also improved on these parameters in the same period and by higher percentages. This highlights emphasis the need to have control over operational and managerial activities across the entire supply chain to remain competitive. What is the most puzzling is that while industry recognizes the needs and the benefits of innovations, yet its actions are not commensurate with their belief.

The surprising fact that efforts by MNCs to reduce cost of goods, enhance quality, improve speed & delivery has been targeted as:

- 1) Reduction in material related costs.
- 2) Shortening production cycle time.

- 3) Pull production system and Statistical Process Control (SPC) to reduce inventory across the entire supply chain.
- 4) Initiatives to reduce variability in materials, processes and outputs.(Continuous improvement, TQM and Six Sigma)
- 5) Training the managers, executives, supervisors and work force in statistics, sampling and orthogonal arrays to reap the maximum benefits from the usage of quality and productivity tools and techniques.

Firms all over the world have some inherent advantages and some hard-wired disadvantages. Some countries have higher per unit labour costs (as in the US) while others face higher consumption of utilities to overcome natural challenges like extreme temperatures, and some others face small labour force for the size of their economy (in Singapore and Taiwan) or small domestic markets (as in Japan). **However, successful firms in these countries press hard to develop other competitive advantages to overcome their inherent disadvantages. They design technological and managerial interventions in collaboration with Universities, Colleges, Management and Technical institutes to overcome their disadvantages. Same must be true for firms in India.**

2.Business Challenges – Prevails locally & Globally

Where today's model of competition is different from the previous model. In order to excel in businesses, manufacturing industries need to bring a host of strategies within their fold so as to be able to address the technological & management challenges. The Information and Communication Technology (ICT) age has also initiated some unique challenges in business operation. The business firms in India have to cope up with the following new challenges to stay in business.

- Increased Competition.
- Understanding customers
- Entry of competitive firms (MNCs). (With Better process-Better practices-New technologies-New products with more features- Superior quality-Better value for money.)
- High cost of capital and infrastructure.
- Managing time compression
- Negative effects of location policies of the past.
- Lack of focus on equipments and labour standards.
- Use of non-standard tools and methods of production.
- Mastering mass customization
- Low level of automation/mechanization even when it promises improved Quality, productivity and low waste.
- Managing Uncertainty and complexity
- Changing the regulation (SME's need to have stable regulation).
- Facilitating Organisational Integration
- Inherent mindset is emerging amongst younger workforce such as : Do less but earn more;

3. Initiative to meet the challenges ahead :

In this competitive world the speed with which a firm can deliver a quality & cost effective product or service to the market has emerged as the dominant competitive factor. Now the customer needs everything: Price, Quality, extra features and ahead of timely delivery. Marketing strategies advice the industries to get closer to the customer so that it is possible to understand their need and meet it as quickly as possible.

Supervisory staff, managers and owners of the firms are responsible to accomplish this task to move ahead in competitive business world. This calls for not only acquisition of work/workplace/workforce knowledge but also the ability to get work through supply partners and customers through "L & SCM PROCESS IN THE RIGHT APPROACH AND ATTITUDE."

4. World Class Manufacturing : Pre-requisites

The single most important factor that differentiates one organisation from another is the capabilities, culture, competitive talents and expertise of its motivated workforce. It determines one's competitive advantage. Most organisations have access to more or less the same equipment, technology and facilities. It is how well these resources are utilised by the workforce that makes difference. Hence it is the need of the hour for Indian manufacturers has to necessarily prepare their people in the best way to meet the challenges ahead and to become a world class manufacturer. The key aspects of preparing the people towards world class manufacturing should address the following:

- a) Use global standards in work practices, equipments and testing, quality and safety etc as a routine.
- b) Innovative & Creative approaches in Process Management,
- c) Competing with global competitors helps in establishing contemporary technical and managerial benchmarks and practices.
- d) Customer focused approach

Indian firms need to invest in providing intense training on advanced disciplines like

- a) Logistics & Supply Chain Management (L & SCM)
- b) Focusing on process R & D in the shop floor
- c) Intensely focus on contract manufacturing
- d) Long term Supplier Management Relationship through Supply Partnership.

This is the strong way to learn and develop organisational capabilities. This is where new models exist in integrating small and medium enterprises successfully in a large firm's operations. Any support (i.e, intervention in shop floor practices, investment in technology etc) to suppliers/vendors yields compounded returns to the large industries in terms of reduced variability in material, quality and delivery, lower costs etc. Once the supplier side intervention is linked with good decision support system (in computer based models to help make decisions) within the plant and in managing distribution network, a firm can be on its way to becoming world class. Becoming a world class competitor is as much about planning to become as it is about making it happen.

5. To Move Towards Business Excellence:

a) Scope:

SMEs number 2.70 million against 14.6 million Industries in India, the largest in the world are responsible for 49% of Industrial Production, 40% of exports, 12% of GDP contribution and, 70% of our Industrial employment (more than 20 million). It must be appreciated that the entrepreneur of this sector is both the CEO and last rank of their company. Their time goes on running from pillar to post instead of being able to concentrate on increasing the turn over as is happening in large scale Industry. The reason for prevailing these set of restraining activities are due to short gestation period, located in disadvantaged places, considering as a supply contractor by the large Industries (major exploit of SME's) instead of considering as a supply partner or complementing as a partner, adhering to complex statutory requirements instead of simple statutory requirements (i.e, one register, one return system, single tax like VAT). The fact is more than 10 departments from state/central government hamper the spirit of SME's entrepreneurs in the name of inspection/checking/Audit etc., etc., throughout the year.

In the post-WTO era, no industry could afford to be in a shell. Now the time has come for the players to think of the global market wherein the local market is a part. Therefore, the SME's has to redefine itself by way of upgrading the technology and operational practice to achieve international standard in order to be globally competitive. India's contribution to the world trade at present is to the tune of 0.7 percent. Efforts are on to move it to more than two percent in the near future, and undoubtedly the SME's sector would shoulder a major responsibility in achieving this goal.

*To face the emerging challenges, SME's must initiate for modernisation, technological upgradation, imparting entrepreneurial, managerial and operational skills at all levels through **systematic Education and Training relevance to their Business operations.***

b) View of MNCs about SCM Practice:

Supply Chain Management concepts and principles are being fully practiced in all developed countries and their views about L & SCM outcomes as follows:

Business Value Dimension:

- Sourcing & vendor development as a strategic & proactive feature
- Emphasis on nurturing and developing long term relationships
- A process view in all value chain operations
- Value based activities
- Emphasis on utilizing and managing information flows well
- Multidimensional approach by the work teams
- Performance measures in terms of finance, quality, speed and customer focus
- Accomplishing the objectives of purchasing and marketing at the lowest possible level of administrative cost.

Relationship Value Dimensions:

- Mutual benefits
- Commitment & trust
- Interdependence & power
- Coordination/Cooperation/Collaborativeness
- Shared technology
- Structural & Social bonds

- Adaption

Improvements achieved in:

Delivery Performance	>30%
Inventory Reduction	45 to 50%
Fulfillment Cycle Time	50 to 60%
Forecasting Accuracy	70 to 80%
Overall Productivity	>25%
Fill Rates	>20%
Lower Supply Chain Cost	>50%
Increase in Profitability	>14.2%

6. Key Issues

A review of various study reports made to determine causes of poor performance of Indian Industries highlights lack of management expertise and lack of Entrepreneurship is the most important factor responsible for extensive richness of poor performance. The outcome of various study reports exhibits the influencing factors for poor performance in Indian Manufacturing Industries are given below:

- 1) Non-observance of the basic principles of Business Management, Operation Management, Process Management and Quality management on regular basis – **36.4%**
- 2) Managerial incompetence - **26.2%**
- 3) Marketing and Supply Source Management problems – **22.4%**
- 4) Lack of Entrepreneurship and Entrapreneurship – **15.0%**

In India, even after six decades of Independence, the growth of managerial skills has not kept pace with aspirations of Industrial growth. Further, the possible approaches to the management problems cannot be understood without the mention of the relationship between the development factors. They should be in balance. Nothing can be done without the right proportions of raw materials, human capital, appropriate technology and effective process management. A deficiency in any one will make for less and inefficient utilisation of the others in turn affect the overall performance of the company.

7. Role of LGMI:

LGMI has strong belief in Industry – Institute – Interface for mutual growth and benefits. LGMI attempts to disseminate modern philosophies such as time-based completion, Lean manufacturing, Quality and Productivity tools & Techniques and, Logistics & Supply Chain integration through intensive education, training & development and research & Consulting service to manufacturing, IT and transportation sectors. We hope that the unique attempt of LGMI disseminating knowledge in L & SCM domain towards business establishments will help to reap and maximise the desired benefits.

III. TRAINING AS A TOOL

III. Training as a Tool:

Keeping the challenges ahead towards business firms in mind, LGMI has embarked on a program for manufacturing, IT and Transportation sectors to disseminate knowledge and developing skills in L & SCM and related topics. The Entrepreneurs, Entrapreneurs, Managers and Workforce must train, discipline and even re-educate in relevant management and operational skills and style when the company grows as well as to stay in the global market. Training and development is about increasing the value of the individual to the organisation.

- **Training programs** provides employees with knowledge and skills to do their current jobs efficiently and effectively and, therefore, directly increases their value to the organisation.
- **Development programs** provides employees to equip them for broader or move responsible jobs beyond their current ones.
- Both Training and Development is built in as part of the individual's day to day experience. T & D cost is an investment by the organisation whether it pays off depends on the relevance of the programs chosen to the organisation's future needs, and the retention within the organisation of the staff members who are developed.

The details of various training programs designed and offered by LGMI for SMEs and Large Scale Industries is presented in the following pages.

IV. Training & Development Programs

Areawise Programs

A. Productivity Improvement Programs

- A.1. JIT – Kaizen
- A.2 Supply Chain Management
- A.3 Business for Operations Managers
- A.4 Demand and Supply Chain Management
- A.5 Lean Manufacturing
- A.6 The Core Processes of Execution – will be a competitive advantage

B. Quality Improvement Programs

- B.1 5S: Workplace Organisation
- B.2 7 Tools for Continuous Improvement
- B.3 Introduction to Six Sigma
- B.4 Introduction to Statistical Process Control
- B.5 Tools for Process Improvement

C. Cost Reduction Programs

- C.1 Identifying and Eliminating the 7 wastes
- C.2 Operations Resource Management
- C.3 Delivering Value through Supply Chain
- C.4 Introduction to Value Stream Mapping
 - Raw Material Sourcing
 - Production Process
 - Distribution System

D. Organisation Capability Improvement Programs

- D.1 Creating a Continuous Improvement Culture
- D.2 Setting the vision of Lean Thinking
- D.3 Customer Focus on Operational Management
- D.4 Business Improvement Techniques
- D.5 Business Excellence for Operations Managers
- D.6 Building and Sustaining SCM Organisations
- D.7 Vendor Management

E. Customized Programs

Customized soft skill Programs, Job skill programs, competency programs & Specific Requirement programs will be conducted based on Organization's requirement

A. Productivity Improvement Program Briefs

A.1 Title of the Program: JIT Kaizen

- Program Focus:**
1. To promote continuous Improvement culture and involves in the company from corporate management to shop floor
 2. It introduces the learner to these fundamental concepts, the effect they have on the business and how to implement them in their own working environment.

To Whom To all levels in the Organisation

Duration (Days) 1 or 2 Days

Description JIT Kaizen is a continuous improvement technique designed to help minimise waste within the production process by reducing costs, improving quality and safety and enhancing productivity.

- Program Content**
- An Introduction to JIT Kaizen
 - Kaizen tools
 - JIT requirements
 - Considering what is possible
 - Reviewing current Practices
 - Applying Kaizen
 - Implementing JIT Kaizen
 - Managing the production process
 - Undertaking a JIT Kaizen audit

A.2 Title of the Program: Supply Chain Management

Program Focus: Understand three Control Concepts that underpin Effective SCM –Efficiency, Quality and Customer Service and Identify any potential problems before they occur

To Whom Managers & Entrepreneurs

Duration (Days) 3 to 5 Days

Description This program looks at the Supply Chain and the fundamental Concepts that underpin it. It focuses in detail on sourcing, procurement and managing suppliers, discussing the three central issues of quality, efficiency and Customer service and other effects on Supply Chain Management.

Program Content

1. Basics and Key Concepts of SC , Logistics and SCM
2. SCM – An Imperative for Business Excellence
3. Supply Chain Practices
 - Demand Management in Supply Chain
 - Procurement management in Supply Chain
 - Operations Management in Supply Chain
 - Logistics Management
 - Information Technology for Supply Chain Management
 - Performance measurement and Controls in SCM
 - E-supply Chain Management
4. Supply Chain Global Practices
5. Supply Chains of the future.

A3. Title of the Program: Business for Operations Managers

- Program Focus:**
1. Develop the research, analytical and reasoning skills of the Candidates.
 2. To emphasize the strategic role of operations manager in Organisational Business

To Whom Managers & Entrepreneurs

Duration (Days) 2 Days

Description The current business dynamics hardly allow organisations to expand its business. The idea today is to make self-competency with others and form a strong chain of such competent players to supply goods and services to the consumers effectively , efficiently and economically. The concept of SCM is based on the views of competency alliance. In fact, effective SCM is the result of redesigned jobs and work systems, quality management systems, materials management and inventory systems, and the technologies using at a dizzying pace.

Program Content

- The Business Environment
- Manufacturing Strategy
- Communication & Deployment
- People Working Together
- Cost Management
- Quality consideration
- Improvement techniques for Operations Management
- Performance metrics and measurement

A4. Title of the Program: Demand and Supply Chain Management

Program Focus: It is aimed at those who evaluate and develop present techniques and systems or who will design and implement tomorrow's technologies

To Whom Supervisors & Managers

Duration (Days) 2 Days

Description L & SCM, the key focus and scope has been in managing flow of goods from suppliers through the manufacturing and distribution chain to the customer. The key in demand management is the continuous flow of demand information from customer and users through distribution and manufacturing to suppliers. Customers can never be totally predictable but then a good demand flow strategy enables the company to simplify their supply chain operations.

Program Content

- Demand and Supply Chain Concepts
- Inventory Management
- Sourcing and Procurement Management
- Planning and Scheduling
- Production Operations
- Warehousing Operations
- Distribution & Transport Management
- Customer Focus

A.5 Title of the Program: Lean Manufacturing

Program Focus: To set out how the convergence of Lean Manufacturing, presents a comprehensive blue print for business led change.

To Whom Supervisors & Entrepreneurs

Duration (Days) 2 Days

Description Lean Manufacturing is a philosophy pioneered by TOYOTA Motors, based on the planned elimination of all waste, the continuous improvement of productivity, an ongoing focus on customer value, optimise core resources and establish a corporate culture dedicated to identifying and continuously fostering customer satisfaction. Lean concepts work well where demand is relatively stable and hence predictable (and where variety is low.)

Program Content

- Production of value
- Optimizing the value stream
- Converting batch-based process to flow
- Activating the demand pull
- Synchronizing and perfection of all products, processes and services

A.6. Title of the Program: The core processes of execution will be a competitive advantage

Program Focus:
company values.

1. To develop management systems that support the
2. To satisfy the customer needs both today and tomorrow.

To Whom Managers, Supervisors & Entrepreneurs

Duration (Days) 1 Day

Description Most fundamentally, the three core processes were disconnected from the everyday realities of the business, and from each other. Leading these processes is the real job of running business. The leader has to believe in them and be actively involved in them. The processes will be conducted with rigor and intensity, it will fetch the result of tripled the operating margin to 15 % raise the return on equity from just over 10% to 28% and delivered nine fold return for shareholders. How do you do it? You should create a discipline of execution.

- Program Content**
- The People Process: Making the link with strategy and operation
 - The Strategy Process: Making the link with people and operation
 - The Operation Process: Making the link with strategy and people

B. Quality Improvement Program Briefs

B.1 Title of the Program: 5S: Workplace Organisation

Program Focus: To demonstrate the need for an organised and efficient Work place as part of our overall approach to optimisation.

To Whom To all levels in the Organisation

Duration (Days) 1 or 2 Days

Description Use the 5S ideals to keep everything clean and orderly to increase efficiency, boost morale, improve the safety of the working Environment and consistently achieve a higher quality product.

Program Content

- What is 5S? Activities – Principles and Practices
 - Sorting
 - Straighten (Set in order)
 - Sweeping (Systematic cleaning)
 - Standardizing
 - Sustaining
- Why do we need to Introduce 5S
- Steps in implementation of 5S
- ISO 9000 classes and the 5S
- 20 keys to work place improvement

B.2 Title of the Program: 7 Tools for Continuous Improvement

Program Focus: Demonstrates the practical application of each of the 7 tools to help monitor and control the production process, analyse and solve problems, generate ideas and help with the production process.

To Whom Workers, Supervisors & Managers

Duration (Days) 1 or 2 Days

Description The 7 tools sometimes called the 7 Quality tools or pictorial tools present complex or abstract statistical information in a simple pictorial form. They can play a crucial part in the drive to reduce cost, improve quality and safety and enhance productivity.

Program Content

- Introduction to 7 tools
- The Process Map
 - Pareto Charts
 - Bar Charts
 - Run Charts and Control Charts
 - Scatter Diagrams
 - Histograms
 - Tally Charts
 - Cause & Effect Analysis

B.3 Title of the Program: Introduction to Six Sigma

Program Focus: To provide a wide range of skills and techniques to prioritize the improvements needed to make and eliminate production defects within the company.

To Whom Workforce, Supervisors & Managers

Duration (Days) 2 Days

Description If you work in manufacturing company, this program will give you new skills to improve, productivity, and Quality. It explores the most common defects in the production process – errors, defects and waste and analysis how these affect customer satisfaction.

Program Content

- Introducing Six Sigma(Principles and Benefits)
- Getting started with Six Sigma(5 main steps)
- The statistics behind Six Sigma
- Some basic tools used in Six Sigma
- Applying Six Sigma and knowing when to apply it.

B.4 Title of the Program: Introduction to Statistical Process Control

Program Focus: To give the participants a sound understanding of the principles and the basis for applying SPC in a variety of both product and non-product situation

To Whom Managers, Supervisors & Entrepreneurs

Duration (Days) 2 Days

Description It is impossible to inspect or test quality into a product; the product must be built right the first time. This implies that the manufacturing process must be stable and that all individuals involved with the process must continuously seek to improve process performance and reduce variability in key parameters. Statistical Process Control (SPC) is a primary tool for achieving this objective.

Program Content

- Quality Improvement in the Modern Business Environment
- Basic Methods of SPC and capability Studies
- Statistical Process Monitoring and Control Techniques
- Process Design and Improvement with designed Experiments
- SPC, ISO-9000:2000, and six Sigma

B.5 Title of the Program: Tools for process improvement

Program Focus: To understand or examine how companies compete and seeks the winning strategies that have led to competitive advantage and market success through right mix of continuous improvement using various tools for improvement process.

To Whom Managers & Supervisors

Duration (Days) 2 Days

Description “Process Management” involves planning and administering the activity necessary to achieve a high level of performance in key business processes, and identifying opportunities for improving quality and operational performance and ultimately customer satisfaction. Process improvement activities help to prevent defects and errors eliminate waste and redundancy and thereby lead to better quality and improved company performance thro shorter cycle times, improved flexibility and faster customer response.

Program Content

- The scope of Process Management – Value creation processes & support Processes
- Product Design Processes
- Designing Processes for Quality
- Process Management & Control
- Process Measurement
- Process Improvement
- Tools for process improvement

C. Cost Reduction Program Briefs

C.1 Title of the Program: Identifying and Eliminating the 7 wastes

Program Focus: To increase value added work by continuously eradicating Waste and reducing incidental work.

To Whom To all levels in the Organisation

Duration (Days) 1 Day

Description This program teaches the principles of Lean Manufacturing, its Impact on Non-Value-Added activity and ways to eliminate it.

Program Content

- An Overview
 1. Over Production
 2. Waiting
 3. Inappropriate processing
 4. Transport
 5. Unnecessary Inventory
 6. Defects
 7. Motion

C.2 Title of the Program: Operations Resource Management

Program Focus: Allow the candidates to apply management methods in an operational situation, demonstrating their ability to apply their knowledge and implement business improvement

To Whom Supervisors, Managers & Entrepreneurs

Duration (Days) 2 or 3 Days

Description In theory, all organisations have access to essentially the same standard equipment materials, facilities, production process. It is an Organisation's personnel that provides the competitive advantage and makes one organisation more successful than another. It is the people who create how and better products and devise better ways to make and distribute them. LGMI knows, how employees are to be trained, organised and motivated ultimately determines the success of the company. We focus on how information to be used, how work force should be supported and integrated with facilities, equipment, tools and various resources, and how workforce can be organised to make the production system operate most efficiently and to promote a satisfied workforce.

Program Content

- The Management and use of Information
- Managing People
- Managing Technology
- Managing Resources
- Managing Processes
- Managing Activities
- Managing Quality
- Performance Metrics and Measurements
- Production operations- Adding Value
- Lean and Agile aspects

C.3 Title of the Program: Delivering value through the Supply Chain

Program Focus: To impart the skills needed to re-engineer the business processes within an ethos of Continuous Improvement – removing waste and increasing efficiency.

To Whom Supervisors & Managers

Duration (Days) 1 Day

Description This program looks at the Supply Chain and the fundamental concepts that underpin it. It focuses in detail on value chain on manufacturing logistics, discussing the critical issues of Quality, efficiency and customer service.

Program Content

- What do we mean by ‘The Supply Chain’
- Supply Chain Relationships
- The Benefits of Working together
- Synchronizing Operations using Kanban
- Value Stream Mapping
- Introduction to Process Mapping
- The Value Stream

C.4 Title of the Program: Introduction to value Stream Mapping

Program Focus: To focus the team on the creation of Customer Value in the most efficient and effective way possible for the organisation.

To Whom To all levels in the Organisation

Duration (Days) 1 Day

Description This program designed to give delegates an understanding of how the Value-added process should operate in practice, the critical importance of the process, the people involved in value creation.

Program Content

- What is customer Value
- How to Assess it
- How to identify what creates it
- Understanding the 7 wastes
- How to identify Non-Value Adding Activity
- Mapping your own Preference-Process Mapping
- Problem solving and Continuous Improvement
- Visibility of Results

D.Organisation Capability Improvement Program Briefs

D.1 Title of the Program: Creating a Continuous Improvement Culture

Program Focus: How to recognise a continuous Improvement environment and identify its benefits.

To Whom Work Force, Supervisors & Managers

Duration (Days) 1 Day

Description This program teaches the principles of Continuous Improvement to people at any level in an Organisation. It covers how to implement a policy deployment procedure and prepare for change and understand the effects of reward and recognition and how they can be put into practice.

Program Content

- Creating a Continuous Improvement culture
- The role of Senior Management and team leaders
- Elements of the learning organisation
- The Plan – Total Involvement (Policy – Deployment)
- Preparing to change
- Recognition and Reward and Communicating success

D.2 Title of the Program: Setting the Vision of Lean Thinking

Program Focus:	<u>Generating a strategy that enables companies to remove waste and non-value added activities from their process.</u> <u>To increase the companies competitiveness and Profitability.</u>
To Whom	To all levels in the Organisation
Duration (Days)	1 Day
Description	This program looks at the elements of Lean Thinking and their importance, introducing tools and techniques to help achieve and sustain Lean processing. It also shows an inexpensive way to prevent errors that otherwise lead to defects.
Program Content	<ul style="list-style-type: none">• Identify “Value” for your customer• Identify the “Value Stream” that delivers the value• Understand the concept of “Flow” in terms of Delivering value.• Understand the Concept of “Pull” in terms of Customer Demand• Delivering “Perfect Quality”

D.3 Title of the Program: Customer Focus in Operations Management

Program Focus: Designed to give Managers & Entrepreneurs about Knowledge and understanding of the key aspects of Customer focus in Operations management.

To Whom Managers & Entrepreneurs

Duration (Days) 3 Days

Description Operations management is the management of the value adding process, which converts the direct materials by optimally consuming/utilizing the input resources like human capital, indirect materials, machines, methods, money and Management inputs into desired outputs of goods and services.

Program Content

- Operations Management Strategy
- Operations Resource Management
- Enterprise Planning for Operations Management
- Supply Chain and Inventory Management
- Manufacturing Planning
- Added value for Manufacturing
- Customer Focus in Operations Management

D.4 Title of the Program: Business Improvement Techniques

Program Focus: 1. To familiarize trainees with real production systems
2. To demonstrate the importance of Operations Management issues to improve its performance

To Whom Supervisors & Managers

Duration (Days) 3 to 5 Days

Description The major changes occurring in business have involved fundamental changes in strategy. Companies such as HP, Walt Disney, Toyota and Chrysler have become successful not simply because they marketed their products well, but because they have developed systems that allow them to excel in various ways : introducing new products more quickly, producing products of higher quality or at lower cost than competitors, or being more responsive and flexible in the timeliness of delivery and variety of products produce.

Program Content	Manufacturing Pathway	Quality Pathway
	<ul style="list-style-type: none">• Contributing to effective team Unity• Leading Effective Teams• Applying workplace Organisation(5S/5C)• Applying Continuous Improvement Techniques(Kaizers)• Applying Problem Solving Techniques.• Creating Visual Management Systems• Applying Total Productive Maintenance(TPM)• Applying Setup Time reduction Techniques(SME)• Carrying out SPC procedure• Carrying out Potential Failure mode & effective Analysis(FMEA)• Carrying out Mistake/Error Proofing(POKA YOKA)• Carrying out lead time analysis• Applying Flow process analysis• Carrying out Value Stream mapping	<ul style="list-style-type: none">• Carrying out measurement Systems analysis• Applying Six Sigma Methodology to a project• Carrying out Six sigma Process mapping• Applying Basic Statistics• Carrying out SQC• Carrying out Potential Failure Mode and Effects Analysis(FMEA)• Carrying out Capability Studies• Producing Multi-variance charts• Producing a characteristics selection Matrix.
	Complying with statutory regulations and organisational safety requirements (Health & safety for equipments & Human) Industries can choose the pathways according to their requirement.	

D.5 Title of the Program: Business Excellence for Operations Managers

Program Focus:

1. To provide Knowledge in Operations management by defining what production systems are and by outlining the roles, responsibilities and problems encountered by the people who manage them.
2. To make them understand the strategic importance of operations and how operations should fit with the overall strategy of an organisation.

To Whom Managers & Entrepreneurs

Duration (Days) Two or Three days

Description The organisation strategy and the operations strategy should be developed together because the selection of products, markets and order-winning dimensions may be driven by operational factors. The operations strategy should identify the goals of the operations functions. These goals represent the things through operations function must do well so that, when combined with the efforts of the other functions the organisation will excel in its order giving dimensions and achieve its overall goals.

Program Content

- The Business Environment & Strategy
- The roots of Business Excellence
- Defining Today's Business Excellence Challenges
- Strategies to meet the Business Excellence Challenge
- Deploying the Business Plan
- Supporting Business Excellence
- Bringing it all together

D.6 Title of the Program: Building and Sustaining SCM Organisation

Program Focus: To make the participants to understand that organisationally, SCM means leveraging information tools that bring business functions together by facilitating ever – closer coordination inn the execution of various business processes.

To Whom Managers & Entrepreneurs

Duration (Days) 2 or 3 Days

Description SCM Organisation utilizes (ICT) Information Communication Technologies to effect the continuous regeneration of supplier and service partner networks. SCM organisations are empowered to execute superlative, unique customer-winning value at the lowest cost through the collaborative, real-time synchronization of product/service transfer, demand priorities, vital market place information and logistics delivery capabilities.

Program Content

- E- Information – Information accumulated, tracked, monitored and harnessed over the net
- Supply Chain Synchronization
- Supply Chain Collaboration
- Optimization
- Operations Excellence
- Connectivity and networking

D.7. Title of the Program: Vendor Management

Program Focus: To introduce an analytical approach in looking at vendor relationship

To Whom Middle and Junior Level Management Staff

Duration (Days) 1 Day

Description

To be able to adopt an analytical framework for vendor relationship.
To learn the variables affecting and influencing vendor relationships.
To conduct a gap analysis and to suggest possible areas of improvement in vendor management

Program Content

1. Framework of Vendor management

- Conducting Enterprise Analysis
- Process Orientation Vs. Product Orientation
- Working towards a Partnership Model
- The 4 Cs of Developing partnership

2. Lifecycle Approach in designing tasks for management.

- Identifying vendors
- Induction of vendors
- Monitoring vendors
- Evaluating vendors
- Vendor rationalization
- Vendor development

3. Reflecting on the current practices in vendor management practiced at TIL

- Analyzing and documenting current practices
- Transparency in Contractual Agreements
- Information Flow coordination

E. Customized Program brief

E.1 Attitude based Program brief

Softskills, as opposed to hard skills (such as technical skills), focuses on those elements of training that require changes in behavior and thinking. Organizations today recognize that the **soft skills training** of their employees play an important part in maintaining relationships with their customers and developing a successful business. Organizations that endeavor to be on the path of continuous learning will often find that upgrading the '**soft skills**' of their workforce is a necessary part of business. It not only helps improve service but also shows the interest that an organization has in the **professional development** of their employees, which in turn leads to higher employee retention.

Many organizations we have worked with point out that soft skills are high in the list of requirements for global business; hence an important part of **management training**. They have found that **softskills training** in areas such as Cultural Sensitivity, Business Etiquette and good Communication Skills, Presentation and listening skills, make a greater impact on clients from across the world rather than a high degree of technical skills.

Our **soft skill training programs** encompass a wide range of skills that most organizations find an integral and necessary part of everyday business. From basic communication skills to strategy and change management, LGMI offers a wide range of **soft skill training** to address every business need. It is an integral part of **corporate training** in today's world.

Training programs are usually designed and developed based on analysis of training needs and is delivered as per the requirements of the client organization.

E.2. Competence Based Program

Competencies are skills and abilities described in terms of behaviours that are coachable, observable, measurable and critical to individual performance.

Competencies form the foundation of what capabilities are required by the performer for the successful execution of the roles and responsibility, thereby driving his/her performance.

Example:

Roles & Responsibility	Competency
Planning & Organising	People Capability
Initiative	Job Knowledge
Commitment to Quality	Analytical Ability
Interpersonal Relationship	Team work & Communication
Cost Conciseness	Achievement Orientation
Customer Focus	Problem Solving
Decision making	Knowledge of the Business Environment

V. Registration Form

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Program Topic _____

1. Participant's Personal Information

Sl.	Name	Designation	Dept / Function	Age	M/F
1					
2					
3					
4					
5					

2. Sponsoring Organization: _____

Address: _____

T: _____ M: _____ E: _____

Size(Rs in L):

Revenue		Asset Base		Employees(Nos)	
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4. Please Specify if the Residential Accommodation is required: Y / N

5. Participants Experience & Areas of Interest

<p>Past Experience (if any) Please give a brief statement of your professional training and of work other than in present post</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Special Interests Mention your specific Interests which you feel can be explored at your work place, aided with the learning of this Training Program, which will result in specific Self / Organization's development.</p>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

6. Nomination: The program nominations may be sent to program coordinator so as to consolidate intimate the detail of the program to be conducted. Sponsoring Organisation shall send the reply form with professional fee DD/Cheque enclosed.

Signature and Stamp of the nominating Authority

If the program to be conducted at your place with the strength of minimum 25 you can indicate the date & venue in the registration form in remark column

Date	Venue

Complete the form and Fax (080-41311727) / Courier it to

The Program Co-ordinator
 Lead Global Management Institute
 #11 Anand Reddy Layout, Electronic City, Phase 2, Hosur Road, Bangalore 560 100

V. REPLY FORM

To
The Program Co-ordinator
LGMI

Sir

We nominate the following Employees of our Organization to participate in the Training Program mentioned below:

Name of the Program: _____

Duration: From _____ To _____ On _____ No. of Days _____

Sl.	Name	Description	Residential / Non-Residential
(Please see additional sheet for more nominations)			

Sponsoring Organisation:

Address: _____

T: _____ M: _____

E: _____

Professional Fee	Venue	Date	Fee

Enclosure:

Our DD/Cheque No. _____ dated _____ for Rs. _____ towards Professional fee drawn in favour of Lead Global Management Institute payable at Bangalore.

Name	Designation	Organization	Signature

Professional Fee is Non-refundable, however changes in nomination are possible. Prior registration is essential.

Signature & Stamp of the Nominating

Authority

Complete the form and Fax (080-41311727) / Courier it to

The Program Co-ordinator
 Lead Global Management Institute
 #11 Anand Reddy Layout, Electronic City, Phase 2, Hosur Road, Bangalore 560 100

VII.General Information

- Date and venue will be firmed up with Industries and establishments
- Venue for all programs is at LGMI, Bangalore unless mentioned otherwise
- Confirm registration with program co-ordinator before leaving your headquarters
- Professional fee: Rs 1500 – Rs 3000 per day per participant depends on the program & Faculty.
- Group Size: Maximum 25 participants per batch to facilitate better interaction between the Faculty and participants.
- Training Methodology:
 - ❖ Lectures
 - ❖ Case Studies
 - ❖ Experimental Learning
 - ❖ Individual and Group Exercises
 - ❖ Role Plays
 - ❖ Games
 - ❖ Demonstration
 - ❖ Practice
 - ❖ Work Place Analysis
 - ❖ Audio Visual
 - ❖ Syndicate working & Presentation
 - ❖ Group Discussion
 - ❖ Outdoor Exercises
 - ❖ Peer Evaluation & Feedback
- Certificate of training will be issued to participants by LGMI

For details, please contact

The Program Coordinator
Lead Global Management Institute
11, Anand Reddy Layout
Phase II, Electronic City
Hosur Road
Bangalore – 560 100

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