

Management Development Programme



Operations Strategy for Lean and Sustainable Systems

December 18-20, 2017

MDI Campus, Gurugram



MDI
GURGAON

Management
Development
Institute

Introduction

In present context of globalisation, Sustainable development is considered a universal goal for every business organization. For being sustainable, organisations need to improve their performance in terms of economical, social and environmental measures. Maintaining balance among these measures is a big challenge for most of the organisations today. Despite this tension, some organizations such as 3M, Walmart, GE, IBM, the Hyatt Regency, and Scandic hotels, among others, have been able to turn their environmental concerns into a competitive edge. While these organizations have overcome this traditional trade-off, there is no shared understanding nor strategic guidance on how to achieve sustainable and cost-effective business operations without compromising productivity, the quality of goods and/or services, and the environment. Furthermore, if we consider the three dimensions of sustainability, where social responsibility is added to economic and environmental concerns, a holistic analysis approach seems to be missing. Embracing the three dimensions of sustainability into the upstream process pipelines and in initiatives to continuously improve operations requires a deep understanding of key internal interactions within the company and key external interactions across the value chain. This understanding, however, still appears to be at a stage of infancy. On the one side, limited perspectives for sustainable development have been considered, on the other, recent studies still identify the prevailing need to enhance our understanding of the link between sustainability, lean and performance.

Among the operational improvement initiatives that seem to have an explicit connection to sustainability are those based on lean thinking . Fortunately, the existence of lean has offered a way to sustain operations. In lean, a company focuses on producing high quality products in the most efficient and economical way while incorporating less human effort, less inventory, less time to develop products, and less space and yet highly responsive to customer demands. Elimination of material waste directly meets the sustainability objectives. By cutting down unnecessary wastes in all resources, organizations will have more reserves of these resources to be used in the future prolonging sustainability. There are also several real cases of organizations that have embraced lean methods in order to maintain competitiveness in the global market. Companies such as Honda and Toyota have successfully sustained their operations through the lean approach.

Despite successful “lean” applications in many organizations, the journey to implement lean is not easy and is bound to encounter various challenges. These challenges include: uncertainty in demand, pressure from customers and top management, shortening product life cycle, non-effective method, knowledge and information transfer, and training. Moreover, human integration poses a great challenge and has become the top priority for lean-adopting companies to sustain their operations. To tackle such kind of challenges, each individual need to be trained about concept of lean and sustainable systems. Knowledge of such systems will help organisations or professionals to adopt a strategic approach for sustainable development. Therefore, this program is designed with following broad objectives.

- To develop understanding of key challenges in managing lean and sustainable systems across different sectors
- To develop appropriate operations strategies for making production systems lean and sustainable to be globally competitive.
- To understand application of multicriteria decision making tools and optimisation techniques in context to lean and sustainable systems.

Contents of this program are as follows:

- Introduction and Principle of Lean/Agility/Sustainability
- Concepts of 5S and kaizen
- Process mapping and Value Stream Mapping
- Tools of Lean, Kanban, Batch sizes, Set-up times, Standard work, Jidoka, Heijunka
- Secondary tools in lean manufacturing-, Radar chart, Pokayoke, SMED etc.
- Lean inventory, Flow, Line balancing , Machine cells
- Lean Manufacturing through Total Productive Maintenance (TPM)
- Supplier Involvement and Support,
- Quality management tools and six sigma concepts
- Hoshin Planning, Continuous Improvement, Waste Elimination
- Green supply chains and reverse logistic strategies
- Tripple bottom line approach for sustainable operations

For Whom

This program will be useful for Executives and professionals involved in managing different value adding operations in their respective organisation across different sectors. It will be helpful for participants in making production systems more efficient and responsive to dynamic market requirements.

Faculty

Core faculty of MDI and Experts from NCR may take sessions in this program

Venue and Duration

This program is scheduled during December 18-20, 2017 on residential basis at MDI campus, Mehrauli Road, Sukhrali, Gurugram. Accommodation for participants would be available at MDI campus from afternoon of December 17, 2017 to the forenoon of December, 21, 2017.

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 organisations. The enclosed nomination form should be completed with all details. The fee of the program is **Rs 36,000/- (Rs Thirty Six Thousand only)** per participant which includes professional fee and all charges for lodging and boarding and supply chain materials. **GST as applicable will be charged extra in addition to the programme fee.** Payment should be made by 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, Gurugram -122007, (Haryana), India.

Important Dates

The last date for receipt of nominations is December 11, 2017 and last date for withdrawal of nominations is December 13, 2017. Any withdrawal received after this date will be subject to deduction as per the Institute's rules. However, substitute may be permitted.

Nominating organizations 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:

Chief Administrative Officer (Programmes),

Management Development Institute,

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Faculty Profile

Dr. Rajesh Kr. Singh

Dr. Rajesh Kr. Singh is Professor in Operations Management area at M D I, Gurugram. Before this, he has worked in Indian Institute of Foreign Trade (IIFT), Delhi and Delhi Technological University (Formerly DCE). He did his graduation in Mechanical Engg from Dayalbagh Agra, M Tech from IIT Roorkee then PhD from Delhi University. His areas of research and expertise are Operations and Supply Chain Management. He has got 25 years teaching experience. He has taken training programs for many private and public organisations, IFS and army officials, academia in area of Operations and Supply chain Management at MDI, IIFT and at other organisations.

He has about 150 research papers published in reputed international/national journals and conferences. He is Certified Lead Auditor from Indian Institute of Quality management (Ministry of Communication and IT, Govt of India). He has handled research and consultancy projects sponsored by All Indian Council for Technical Education (AICTE), Department of Science and Technology (DST), Ministry of External Affairs, Ministry of Micro and Small Medium Enterprises (MSME), Govt of India.



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 43 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 Universität 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 (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.



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