ONLINE
MANAGEMENT DEVELOPMENT
PROGRAMMES
(MDP)
JANUARY TO MARCH – 2021

Nurturing Industry Towards Excellence

SPONSORED RESEARCH & INDUSTRIAL CONSULTANCY (SRIC) Office
Vihar Lake, Mumbai – 400 087 | Phone No. 022 2803 5269/5275
Email: program@nitie.ac.in or pic.eed@nitie.ac.in or dean.sric@nitie.ac.in

ONLINE MDP CALENDAR – JAN-MAR 2021

PROGRAMME CODE	COURSE	AREAS	COURSE LEADER/S	DURATION	DATES
1 21 4 01	Six Sigma Green Belt Programme	OCSM	Santosh Dabral	20 Hrs	16 Jan - 31 Jan*
1 21 4 02	Enhancing Quality using Data Analytics	OCSM	Ravindra S. Gokhale / Rakesh D. Raut	15 Hrs	18 Jan - 20 Jan
1 21 4 03	Materials Management	OCSM	Rakesh D Raut	15 hrs	20 Jan - 22 Jan
1 21 4 04	Quality Control Techniques & Organization Effectiveness	OCSM	S K Dabral / Jinil Persis	15 hrs	23 Jan - 25 Jan
1 21 4 05	Quality Control System	OCSM	S K Dabral / Jinil Persis	15 hrs	29 Jan - 31 Jan
1 21 4 06	Project Management	OCSM	A K Pundir	15 hrs	1 Feb - 3 Feb
1 21 4 07	Work-Study for Productivity	OCSM	Milind A. Akarte	15 Hrs	1 Feb - 3 Feb
1 21 4 08	Managing Cloud Based Enterprise Resource Planning (ERP)	A&DS	Purnima S Sangle	15 hrs	1 Feb - 5 Feb
1 21 4 09	Project Planning & Scheduling	OSCM	V B Khanapuri	15 hrs	15 Feb - 17 Feb
1 21 4 10	Business Competitiveness through Operational Excellence	OCSM	B. E. Narkhede / Jinil D. Persis	15 Hrs	19 Feb - 21 Feb
1 21 4 11	Project Procurement and Contracts Management	OCSM	V. B. Khanapuri / Kanchan D. Joshi	15 Hrs	22 Feb - 24 Feb
1 21 4 12	Manufacturing Strategy	OCSM	Milind A. Akarte	15 Hrs	22 Feb - 24 Feb
1 21 4 13	Data Analytics in Operations Management	OCSM	Ravindra S. Gokhale / Rakesh D. Raut	15 Hrs	22 Feb - 24 Feb
1 21 4 14	AI/ML driven Customer Relationship Management	OCSM	Purnima Sangle / Neeraj Pandey / Debabrata Das	15 Hrs	22 Feb - 26 Feb
1 21 4 15	Applications of AI/ML in Operations & Supply Chain Management	A&DS	Sushmita A. / Priyanka Verma / Debabrata Das	15 Hrs	27 Feb - 14 Mar
1 21 4 16	Decision Making in Supply Chain	OCSM	P. Acharya / Priyanka Verma	15 Hrs	15 Mar - 19 Mar
1 21 4 17	Artificial Intelligence	A&DS	Sushmita Narayana Aghalaya /Debabrata Das	15 hrs	20 Jan - 22 Jan
1 21 4 18	IT for Administration	A&DS	Purnima S Sangle	15 hrs	22 Mar - 26 Mar

1 21 4 19	Financial Management	F&E	Ajaya Kumar Panda / Vipul Kumar Singh	15 hrs	16 Jan - 18 Jan
1 21 4 20	Developing Commercial & Financial Skills for Strategic Business Decisions	F&E	K. S. Ranjani	15 Hrs	23 Jan - 6 Feb
1 21 4 21	Financial Analytics with Time Series Modeling and Neural Networks using Python	F&E	Ajaya Kumar Panda / Rakesh Verma	15 Hrs	6 Feb - 20 Feb
1 21 4 22	Business Strategies for Emerging Markets	F&E	Utpal Chattopadhyay / Binilkumar A. S.	15 Hrs	10 Feb - 12 Feb
1 21 4 23	Understanding Economic Indicators for Managerial and Business Decision Making	F&E	Mainak Mazumdar	15 Hrs	10 Feb - 15 Feb
1 21 4 24	Managerial Decision Making	F&E	Vijaya Gupta / Utpal Chattopadhyay	15 Hrs	8 Mar - 10 Mar
1 21 4 25	Design Thinking for Business Excellence	MKT	Ranjan Chaudhuri	15 Hrs	18 Feb - 20 Feb
1 21 4 26	Business to Business Marketing	MKT	M. K. Jha	15 Hrs	22 Feb - 24 Feb
1 21 4 27	Effective Communication, Team Dynamics and Conflict Management	OBHR	N. K. Mehta	15 Hrs	14 Jan - 16 Jan
1 21 4 28	Leadership and Strategic Planning	OBHR	Sumi Jha / Upasna A Agarwal	15 hrs	18 Jan - 22 Jan
1 21 4 29	Transaction Analysis & Team Building	OBHR	Nikhil K Mehta	15 hrs	7 Feb - 9 Feb
1 21 4 30	Managerial Effectiveness	OBHR	T. Prasad	15 Hrs	8 Feb - 10 Feb
1 21 4 31	Thinking Strategically; Business strategies to navigate VUCA world and attain competitive advantage	OBHR	S S Bhattacharya	15 Hrs	12 Mar - 14 Mar
1 21 4 32	Management of Sustainable Development Goals in post COVID-19 era	SM	Shirish Sangle / V. V. Gedam	15 Hrs	1 Mar - 5 Mar
1 21 4 33	Addressing Environmental, Social, & Governance (ESG) for Corporate Sustainability: Aligning SDG	SM	Hema Diwan	15 Hrs	22 Mar - 25 Mar

| 1 21 4 34 | Business Analytics (To be confirmed) | A&DS | Hema Date | 15 Hrs | 18 Jan - 20 Jan |
| 1 21 4 35 | Application of Time Series Models for Business Forecasting (To be confirmed) | A&DS | Poonam Singh / Mainak Mazumdar / Ajaya Kumar Panda | 15 Hrs | 26 Feb - 28 Feb |

*Six Sigma Green Belt Programme- Only on the weekends: Jan 16 - Jan 17, Jan 23 - Jan 24, Jan 30 - Jan 31

MDP AREAS

SR. NO.	AREAS	ABBREVIATION	MDPs
1	OPERATIONS AND SUPPLY CHAIN MANAGEMENT	OSCM	14
2	ANALYTICS AND DATA SCIENCE	A&DS	6
3	FINANCE AND ECONOMICS	F&E	6
4	MARKETING	MKT	2
5	ORGANISATION BEHAVIOUR & HUMAN RESOURCE	OBHR	5
6	SUSTAINABILITY MANAGEMENT	SM	2

PROFESSIONAL FEES

For 15 hrs duration programmes:

Professional fees per participant: INR 7,650* + 1,377 (GST 18%)

Any other duration will be charged on prorata basis.

"*" These are valid only for programs till March 2021

Contents

SIX SIGMA GREEN BELT PROGRAMME

"Knowledge is Power". In today's highly competitive milieu, this quote is very relevant to occupy a prominent position in the market, and is a must for any organization. Change is a Constant. Organizations need to empower their employees with knowledge and a mind set to enhance the same. Conceptually, Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects in any process, from manufacturing to transactional and from product to service. It consists of a set of tools and techniques that are used for process improvement.

Towards this end this MDP is designed to help participants understand the Six Sigma concepts, its methodology, associated tools and techniques and its implementation to address the twin concept of making the organization more effective and efficient.

OBJECTIVES OF THE PROGRAMME

• To create awareness of the Six Sigma concept of quality in the present day scenario.

• To learn about the five phases of Six Sigma implementation.

• The bring awareness of the cost of quality in today's fierce competitive market.

• To create awareness of the use of Minitab software for analyzing data

• To learn the use of various Statistical Quality tools and Techniques commonly used in the Six Sigma phases using Minitab software and its practical usage for improving the organizational effectiveness and efficiency.

• To know about the implementation process and the various issues and challenges during the implementation process as well as in the post implementation process.

COVERAGE

- Getting Started with Six Sigma
  - Overview of Six Sigma
  - Concepts & Terms
  - Approaches to Six Sigma

- Define Phase
  - Elements of Define phase
  - Common Tools (Statistical & Management) used in Define phase

- Measure Phase
  - Types of Data
  - Understanding Variation
  - Data Collection Plan

- Root Cause Analysis
- Sampling
- Measurement System analysis
- Data Representation
- Common Tools used in Measure Phase

- Analyze Phase

  - Process Capability
  - VA/ NVA Analysis
  - Hypothesis Testing
  - Common tools used in Analysis Phase (ANOVA, Chi Square, Correlation & Regression)
  - Graphical Analysis using Minitab

- Improve Phase

  - Brainstorming Techniques
  - TRIZ
  - FMEA – Preparation & Calculation of RPN
  - Cost Benefit Analysis (CBA)
  - Solution – Prioritization Matrix

- Control Phase

  - Importance of Control
  - Statistical Process Control (SPC)
  - Control Charts
  - Poka Yoke
  - Implementation Planning & Strategy.
  - Project closure & documentation

- Lean Methodology

  - Lean Concepts
  - JIT

- Learning Outcomes

  - Recap DMAIC & Summarizing
  - Q & A Session
  - Examination

FOR WHOM MEANT

Top & Middle level Management, Managers, Supervisors, and QA Practitioners

ENHANCING QUALITY USING DATA ANALYTICS

ABOUT THE PROGRAM

Quality has been traditionally one of the four competitive priorities for a firm, the other three being: Cost, Delivery, and Flexibility. It is a well-known fact that an organization cannot excel on all competitive priorities at the same time, and that trade-offs are inevitable. However, in today's world, Quality has to be achieved no matter what the other competitive priorities are. In other words, Quality cannot be compromised in a trade-off situation. To achieve exceptional levels of quality, one needs to approach systematically and scientifically. Nowadays, automated measuring in many situations leads to huge data availability. However, like other big data analytics situations, making judicious use of the available data for Quality enhancement is essential. In this Management Development Program (MDP), we will demonstrate how to use data analytics for Quality enhancement effectively. More specifically, we focus on the statistical aspects of quality control and quality improvement.

The program is intended for qualified professionals from the Industry working in various manufacturing and service sectors.

OBJECTIVES OF THE PROGRAMME

• The program will contain two modules –process control & process capability, and the second for process improvement. The program is focused on collecting and analysis of data.

• The process control module deals with majorly using control charts to stabilize the process. In the era of automated live data capturing, there is a misconception that the traditional statistical process control methods containing sampling and plotting the chart are outdated. Although the chart's physical plotting may no longer exist, the technique of statistical process control has become even more relevant with the big data. This module will also deal with the concept of process capability.

• The second module is the process improvement module. In this module, we essentially focus on the technique of Design of Experiments. It is a planned and structured scientific approach for quality improvement of a process that cannot meet the customer requirements. Starting from the basics, we introduce various experimental designs and where the different designs can be used.

COVERAGE

The major topics that will be introduced in this 15-hour MDP (online) are as follows:

• Seven basic Quality Control Tools

• Basics of Statistics – as required for Quality

• Control Charts – Need, Concept, Construction, Types, Analysis

• Process Capability Analysis

• Design of Experiments – Basic principles, Types of designs, Application of different designs

Real-life examples and case studies will be used to demonstrate the above concepts.

FOR WHOM MEANT

For executives of manufacturing industries, warehouse management, logistic departments, and executives working in service industries like medical, hospitality, financial services, etc. from both public and private sectors.

MATERIALS MANAGEMENT

ABOUT THE PROGRAM

To develop a structured understanding of implementing a materials management program right from introducing material management, analyzing expenditure, developing strategies, and achieving measurable results. Further, develop the capability to manage the make-or-buy decision, global sourcing, supply analysis, Supplier evaluation, classification, and benchmarking, etc.

OBJECTIVES OF THE PROGRAMME

- Middle-level managers should be aware of the demands placed on purchasing and materials managers by business stakeholders.
- To understand the impact of purchasing and materials management on modern organizations' competitive success and profitability.
- Managers should appreciate the ethical, contractual, and legal issues faced by purchasing and supply chain professionals.
- Managers must understand the increasingly strategic nature of purchasing, especially since purchasing is much more than buying goods and services.
- Currently in the workforce must understand the influence of purchasing on other major functional activities, including product design, information system design, e-commerce, manufacturing planning and control, inventory management, human resource development, financial planning, forecasting, sales, quality management, as well as many other areas.

COVERAGE

- Introduction to Materials Management: Introduction; Operating Environment; The Supply Chain Concept; what is Materials Management? Case Study

- Material Requirements Planning: Introduction to Bills of Material; Material Requirements Planning Process; Using the Material Requirements Plan; Case Study

- Purchasing: Introduction; Selecting Suppliers; Price Determination; Impact of Material Requirements Planning on Purchasing; Environmentally Responsible Purchasing; Expansion of Purchasing into Supply Chain Management

- Capacity Management: Introduction; Definition of Capacity; Capacity Planning; Capacity Requirements Planning; Capacity Available; Capacity Required (Load); Scheduling Orders; Making the Plan

- Forecasting and Demand Management: Introduction; Demand Management; Demand Forecasting; Characteristics of Demand; Principles of Forecasting; Collection and Preparation of Data; Forecasting Techniques; Some Important Intrinsic Techniques; Seasonality

- Inventory Fundamentals: Introduction; Aggregate Inventory Management; Item Inventory Management; Inventory and the Flow of Material; Supply and Demand Patterns; Functions of Inventories; Objectives of Inventory Management; Inventory Costs; Financial Statements and Inventory; ABC Inventory Control.

- Supplier Performance Evaluation, measurement, and benchmarking, including supplier Scorecard

- Strategic Cost Management: A Structured Approach to Cost Reduction; Price Analysis; Cost Analysis Techniques; Total Cost of Ownership; Collaborative Approaches to Cost Management

- Negotiation: - What Is Negotiation? Determine If Negotiation Is Required; Plan for the Negotiation; Conduct the Negotiation; Negotiation Planning; Develop Specific Objectives; Power in Negotiation.

- Contract Management: Types of Contracts; Long-Term Contracts in Alliances and Partnerships; Non-traditional Contracting

FOR WHOM MEANT

For Middle & Senior Management Level

QUALITY CONTROL TECHNIQUES & ORGANIZATIONAL EFFECTIVENESS

ABOUT THE PROGRAM

"Knowledge is Power". In today's highly competitive milieu, this quote is very relevant to occupy a prominent position in the market and is a must for business organizations. Change is a Constant. Organizations need to empower their employees with knowledge and a mind set to enhance the same.

Towards this end this MDP is designed to help participants understand the various Quality Control Techniques, the new QC tools and a host of other statistical and management tools to improve the quality of their products, by addressing the twin concept of making the organization more effective and efficient.

OBJECTIVES OF THE PROGRAMME

- To create awareness of the Concept of quality in the present-day scenario.
- The bring awareness of the cost of quality.
- To learn the use of various Quality tools and Techniques.
- To know about the practical use of the tools for improving the organizational effectiveness and efficiency.
- To know about the implementation process and the various issues and challenges during the implementation process as well as in the post implementation process

COVERAGE

- Quality Concept, Importance and Benefits of Quality Control Techniques.
- Meaning of Organizational Effectiveness and methods to measure the same.
- Characteristics of an Effective organization.
- Various commonly used Quality Control Techniques
- Various Quality Management Techniques.
- Graphical Analysis and Stratification
- How QC helps the business in gaining competitive advantage?
- Other important Improvement tools & methodologies
- Looking through Case Studies.

FOR WHOM MEANT

For Middle & Senior Management Level

QUALITY MANAGEMENT SYSTEM

ABOUT THE PROGRAM

In the last two decades, organizations have experienced a period of great change in their markets and operations. Marked by hyper competitiveness and complexity both in International and domestic market, many organizations have faced an increasingly turbulent and hostile environment, Customers have become more informed and demanding, competition more intense and the pace of technological change has quickened. Regulators and consumer groups have also added to these pressures. As a result, business units are forced to determine mechanisms to simplify their business processes and at the same time ensure that the basic objectives of the business are met by adopting a range of improvement approaches and initiatives like business process engineering, business excellence, performance excellence, lean thinking, six sigma etc.

One of the means through which this is achieved is by implementing Quality Management System (QMS) in their business. A QMS helps coordinate and direct an organization's activities to meet customer and regulatory requirements and improve its effectiveness and efficiency on a continuous basis.

The said MDP is designed to cater to the requirements of implementing QMS in an organization

OBJECTIVES OF THE PROGRAMME

- To create awareness of QMS and understand its importance in the current business scenario.
- To understand the Elements and Requirements of a QMS.
- To learn the use of QMS improvement tools to enhance customer satisfaction and further improve processes within the organizations.
- To know about the implementation process and the various issues and challenges during the implementation process as well as in the post implementation process

COVERAGE

- Concept, Importance and Benefits of Quality and Quality Management System
- How QMS helps the business in gaining competitive advantage?
- Popular QMS approaches
- Improvement tools & methodologies
- The implementation Process; Issues & challenges
- External Audit & the Certification Process
- Dealing with the challenges of Post Certification Scenario
- Role of Certification agencies

FOR WHOM MEANT

For Middle & Senior Management Level

PROJECT MANAGEMENT

ABOUT THE PROGRAM

Timely completion of projects can give the organisation strategic advantage over the competitors. Successful implementation of project concepts within the framework of time, budget and organisational resources is a challenging task. This programme aims at discussing the necessary skills for the purpose.

The focus of discussions will be a techniques for project planning and scheduling using network models, such as time-cost trade-offs, resources planning and monitoring and control project cost and progress.

OBJECTIVES OF THE PROGRAMME

• Provide an understanding of representing project information using network.

• Provide the knowledge of techniques for planning, scheduling, implementing and monitoring of projects.

• Provide a platform for exchange of ideas and experiences in managerial and other implementations issue for assessing and directing project performance at various stages.

COVERAGE

• Feasibility studies and Project Report

• Techniques for project planning and scheduling, network, models, time-cost trade off concepts, resource allocation and project monitoring.

• Project monitoring and control.

FOR WHOM MEANT

Executives working on various Projects pertaining to diversification, expansion and greenfield project as well as for the executives from functional areas such as Purchase, Material, Finance, Production, Strategic Management and Maintenance.

WORK-STUDY FOR PRODUCTIVITY

ABOUT THE PROGRAM

Productivity is vital for all organizations. It helps reduce wastes, better manage resources, and improve competitiveness and morale, leading to an increase in profitability and improved customer service. It is a measure of both efficiency and effectiveness. It facilitates an understanding of the resources deployed in generating the desired output.

Work-study is one of the essential tools of Industrial Engineers in improving productivity. It mainly includes Method Study and Work Measurement. Method study helps in simplifying and finding out the most economical way of carrying out the activity. In contrast, Work Measurement quantifies the time taken by the activity. Work-study is at the base of all decisions such as performance measurement, resource planning and scheduling, and customer delivery date. The work-study methodology can be easily and economically implemented in manufacturing as well as service industries. It helps identify and minimize non-value activity and enhance competitiveness.

OBJECTIVES OF THE PROGRAMME

The 3 Day program has been designed to provide significant insights and confidence amongst the Practitioners/Executives to lead the initiative for productivity improvement in their organizations. Key objectives are:

- Work content and productivity analysis
- Step by step and a clear understanding of work-study tools.
- Project identification for productivity improvement.
- Develop confidence to initiate and implement an improvement project
- Result interpretation, presentation, and communication to top management.

COVERAGE

- Concept of Swift and Even Flow – for better productivity
- Role of work content and its relation to productivity
- Method study Tools – flow process charts and multi-activity charts
- Work Measurement Tools –Work Sampling and Time study
- Hands-on through numerical examples.
- Case Examples.

FOR WHOM MEANT

The program is most suitable for middle to senior level managers responsible for enhancing the value for the customer. General Managers, Plant Managers, SBU Heads, Team Leaders, Manufacturing/service Engineers, and Supervisors from manufacturing and service industries keen for productivity improvement can attend the programme.

MANAGING CLOUD BASED ERP IMPLEMENTATION

ABOUT THE PROGRAM

This course will provide a comprehensive understanding of Enterprise Resource Planning system (ERP) and best practices in ERP Implementation. We will discuss key business processes including procurement, fulfilment, production, warehouse management and material planning. Processes will be discussed in terms of how they are executed and their impact on financial and managerial accounting. Particular attention will be given to the integrated nature of business processes. This course deals with details for effectively managing successful cloud-based ERP implementation.

OBJECTIVES OF THE PROGRAMME

- Understanding key challenges and opportunities for cloud based pre- and post-ERP implementation stages
- Understand the cross-functional nature of business processes and their relationship to organizational areas
- Explain the role of ERP Systems in supporting integrated business processes
- Effectively use an ERP system to extract meaningful information about various business processes

COVERAGE

- Roadmap to Implement ERP
- ERP project implementation life cycle from a project management perspective.
- Procure to Pay, Order to Cash, Accounting to Financial reporting,
- Cloud based ERP implementation
- Best practices in ERP implementation
- Case Studies

FOR WHOM MEANT

For Middle & Senior Management Level.

PROJECT PLANNING AND SCHEDULING

ABOUT THE PROGRAM

This course will provide a comprehensive understanding of Project planning and scheduling using the various network scheduling techniques. The program will discuss key issues related to the project planning in terms the Scope, Time, Cost and Quality along with resources – both Human and Material resources, and risks associated with the projects. The key processes associated with the Project Life cycle in terms of the initiation, planning, execution, monitoring and control along with project closure will be discussed in how to ensure the success of project. The program in particular will focus on understanding the tools and the different software related to project planning and scheduling.

OBJECTIVES OF THE PROGRAMME

- Understanding the challenges of Projects and adopting a structured approach to project planning and scheduling
- Understand and apply the concepts of Project Network scheduling techniques.
- Analysis of the project schedules and develop suitable risk response strategies for success of the project.

COVERAGE

- Project Initiation and Feasibility Studies – Overview
- Project Planning – Tools and techniques
- Project Network Scheduling Techniques – CPM / PERT / CCPM
- Project Simulation techniques
- Project Analytics
- Risk Analysis and Management
- Hands on session for using MS based tools

FOR WHOM MEANT

For Junior & Middle Management Level professionals working on projects

BUSINESS COMPETITIVENESS THROUGH OPERATIONAL EXCELLENCE

ABOUT THE PROGRAM

Business systems utilizes various types of resources such as man, machine, materials, land, capital, energy, knowledge, etc. An efficient business system ensures the smooth coordination of resources for achieving the desired objectives. Operational excellence is essential for creating and sustaining the business competitiveness.

Production Planning & Control determines the effectiveness of a business. The highest efficiency in production is obtained by manufacturing the required quantity of product, of the required quality, at the required time, by the appropriate and cheapest method. To attain this target, management employs various operational excellence practices including Lean thinking, Agile manufacturing, etc. the techniques that enables an organization to respond quickly to customer needs.

However, the role of operational excellence in organization competitiveness is still not well understood by practitioners.

OBJECTIVES OF THE PROGRAMME

This programme aims to understand the various techniques of operational excellence including Lean Thinking, Agile Manufacturing, etc. to business professionals so as to help them in making more effective operational as well as strategic decisions for their supply chains.

COVERAGE

• Fundamentals of Industrial Engineering

• Fundamentals of Business Competitiveness

• Concept of Lean & Agile Manufacturing

• Importance of Lean & Agile Manufacturing

• 5S Concept

• Poka-Yoke

• Value Stream Mapping

• SMED

• Total Productive Maintenance

• Impact of Operational Excellence practices on Business Competitiveness through case studies

FOR WHOM MEANT

Junior level, Mid-level business executives from manufacturing / service industry /academics.

PROJECT PROCUREMENT AND CONTRACTS MANAGEMENT

ABOUT THE PROGRAM

India has huge investment plans in infrastructure projects and other sectors and large number of these projects experience time and cost overruns. These projects are complex, challenging and defining adequately the scope is crucial for project success. Nevertheless, most organizations do not do the complete scope of work themselves with their own resources, instead companies source major portions of their project scope from other companies for better performance. The procurement of project scope through contracting or subcontracting, will be progressively taking a larger share of business and thus this management process has to be done well, if organizations are to be successful in completing projects.

In many projects, the items which are bought from other companies are typically high-risk portions of the project. More often it is seen that when the management assesses what went wrong with their poor project performance, they often will find that it was the work which was contracted or subcontracted. Thus, for success of project, it is important that project procurement management, the processes work well and managers buy/procure things/scope for the projects within their well-established purchasing policies, appoint technical specialists to manage a critical component and function in an integrated project team environment.

OBJECTIVES OF THE PROGRAMME

Develop an understanding of the principles of Project Procurement & Contract Management. Understand the procurement processes, planning, contract strategy, allocating risks and procurement/contract arrangements along with techniques for successfully delivering projects.

COVERAGE

• Procurement and Contract Management in Project Environment

• Procurement Categories, Planning for the Procurement of Project Scope

• Procurement and Risk Management

• Contract Types, Management of Contracts

• Closing out Project Procurement

FOR WHOM MEANT

Project procurement and contract management is for Project executives and managers, planners and procurement professionals involved in the projects.

MANUFACTURING STRATEGY

ABOUT THE PROGRAM

A business strategy is a long-term plan for an organization that ensures future organizational success. A manufacturing strategy is a set of policies designed to maximize the performance as determined by a business strategy. Manufacturing management is all about decisions that are short term as well as long term. Long-term decisions are strategic decisions that are costly, time-consuming, and difficult to revoke. Strategic decisions also influence short-term decisions that contribute to competitive advantage. The competitiveness of a firm can be enhanced by aligning manufacturing policies and decisions with manufacturing requirements, customer requirements, and company goals. A strategic understanding of manufacturing from its first principle helps to improve the decision-making process not only from the organization but also from the supply chain perspective.

OBJECTIVES OF THE PROGRAMME

The objective of this programme is to discuss and illustrate the strategic approach to the management

of manufacturing decisions based on real-life cases to enhance overall business competitiveness. The

specific objectives include:

• Step by step, a clear understanding of manufacturing systems and their characteristics.

• Better understanding of manufacturing decisions for competitiveness.

• Recognize the need for specific manufacturing improvement programs

• To maximize the manufacturing performance.

COVERAGE

Participants will gain a strategic perspective on manufacturing management. The manufacturing case examples from the HBR will be discussed to highlight the strategic decision-making process. The course shall discuss:

• Manufacturing systems and their characteristics
• Elements of manufacturing strategy
• The process of manufacturing strategy
• Compatibility of manufacturing decisions with business strategy
• Manufacturing capability analysis
• HBR Case Studies.

FOR WHOM MEANT

This program is most suitable for decision-makers such as middle to senior level managers responsible for enhancing the visibility of manufacturing and making it more and more competitive. Industry executives like General Managers, Plant Managers, SBU Heads, Team Leaders, Manufacturing Engineers, and Supervisors from manufacturing industries can attend the programme.

DATA ANALYTICS IN OPERATIONS MANAGEMENT

ABOUT THE PROGRAM

In today's world, with no dearth of data availability, Analytics has become the buzzword. Analytics is more than just number crunching. It enables us to make decisions faster, even in the presence of a large amount of data. Analytics can be applied to the various function of Management like Marketing, Finance, Operations, and HR. In this Management Development Program (MDP), we will demonstrate how to apply Analytics in the Operations Function effectively. The program is intended for participants from the Industry working in various manufacturing and service sectors. Complete coverage is also provided on traditional topics, including process design, service systems, quality management, ERP, inventory control, and scheduling.

OBJECTIVES OF THE PROGRAMME

• The program will contain three modules based on three types of analytics: descriptive, prescriptive, and predictive. In each module, we first introduce the different techniques used in general and the specific application of those techniques to operations function.

• Descriptive analytics will understand the data, different patterns and distributions in the data, and visualization tools. The primary application of these techniques will be demonstrated using data analytics to analyse the past demand and inventory situations. Categorizing the business in different product lines/groups and further into individual products can provide useful insights into channeling the organization's resources.

• Prescriptive analytics focuses on optimization and simulation tools to evaluate decisions under varying levels of uncertainty. Optimization tools have the advantage of giving the best possible solution, albeit subject to limited complexity. On the other hand, simulation tools have the advantage of handling complex real-life situations and providing reasonably good (but may not be the best) solution. The prescriptive analytics can be used majorly for the operations function to build models for capacity planning and aggregate production planning.

• Predictive analytics is used to build models based on past data to make estimates and base decisions. A variety of techniques like regression, clustering, decision trees, etc. Predictive analytics can be effectively used in the Operations function for taking decisions for demand forecasting and planning.

COVERAGE

The major topics that will be introduced in this 15-hour MDP (online) are as follows:
• Understanding the data, visualizing the data, and different patterns/distribution in data
• Techniques for useful categorization of the data
• Demand analysis
• Inventory analysis
• Mathematical programming using solver
• Simulation modeling
• Introduction to predictive analytics

Real-life examples and case studies will be used to demonstrate the above concepts.

<u>FOR WHOM MEANT</u>

For executives of supply chain management, warehouse management, logistic departments, material manager/purchase, manufacturing, and executives responsible for the Supply Chain activities from both public and private sectors

AI/ML DRIVEN CUSTOMER RELATIONSHIP MANAGEMENT

ABOUT THE PROGRAM

This programme aims to acclimatize the participants with the fundamental concepts of Artificial Intelligences/Machine Learning (AI/ML) for decision making in Multichannel customer relationship management (CRM). Customer relationship management (CRM) comprises a set of processes and enabling systems supporting a business strategy to build long term, profitable relationships with specific customers. Companies understand that Al/ML driven CRM has significant potential, but they face the challenge in implementation. The problems in CRM that require AI/ML approaches include customer segmentation, predicting customers' behaviour, churn, detecting fraudulent transactions, customer satisfaction, price optimization, Life Time Value of Customer etc.

 NITIE faculty have been working on different domains of applications of artificial intelligence and machine learning and are actively involved in consulting and applied research projects in the area of Marketing, Multichannel CRM, Operations, Supply chain management, Finance, etc. The program is designed as the effective blend for application orientation with plenty of hand-on case exercises.

OBJECTIVES OF THE PROGRAMME

Upon successful completion of this program, participants

- Will be familiarized with the concepts of AI and ML.
- Will be able to formulate, solve and analyze complex CRM problems systematically.
- Will be able to apply various AI and ML techniques in real life decision making, specifically in the context of CRM.
- Will learn coding and solving the CRM problems in Python.

COVERAGE

This training program is designed for web-based learning with hands-on exercises for executives in managerial positions in any organization. The topics covered include the following:

- ➢ AI/ML applications in CRM
- ➢ Omni Channel and role of AI/ML in managing it
- ➢ Roadmap for the Implementation of Multichannel CRM
- ➢ Use cases in Pricing, CRM, and other Marketing activities
- ➢ AI/ML Algorithms
  - o Decision Tree
  - o Random Forest
  - o Market Basket Analysis
  - o RFM Technique
  - o k-Means Clustering
  - o k-Mode Clustering
  - o Hierarchical Clustering

- o Markov Chain
- ➢ Cloud-based CRM

FOR WHOM MEANT

Professionals involved in customer relationship management and related functional areas.

APPLICATION OF AI/ML IN OPERATIONS & SUPPLY CHAIN MANAGEMENT

<u>ABOUT THE PROGRAM</u>

• This programme aims to acclimatize the participants with the fundamental concepts of Artificial Intelligences/Machine Learning (AI/ML) for decision making in operations and supply chain management. The problems in operation and supply chain management that require AI/ML approaches include forecasting, inventory management, facility location, product classifications, vehicle routing, etc.

• The course is designed keeping in mind the various techno-managerial aspects that need to be addressed by the participants. NITIE faculty have been working on different domains of applications of statistics, operations research, artificial intelligence and machine learning and are actively involved in consulting and applied research projects in the area of operations and supply chain management. The program is designed as the effective blend for application orientation with plenty of hand-on case exercises.

<u>OBJECTIVES OF THE PROGRAMME</u>

Upon successful completion of this program, participants

• will be familiarized with the concepts of AI and ML.

• will be able to formulate, solve and analyze complex operations and supply chain management problems systematically.

• will be able to apply various AI and ML tools in real life decision making, specifically in the context of operations and supply chain management.

• will learn coding and solving the operation and supply chain management problems in Python/R.

<u>COVERAGE</u>

This training program is designed for web-based learning with hands-on exercises. The topics covered include the following:

• Opportunities for AI/ML applications in operations and supply chain management

• Supervised Learning Algorithm
  • Linear Regression Analysis
  • Logistic Regression Analysis
  • Decision Tree
  • Random Forest

• Unsupervised Learning Algorithm
  • k-Means Clustering
  • Hierarchical Clustering

• Reinforcement Learning Algorithm
  • Markov Decision Problems

• Application of AI and ML tools in operations and supply chain management.

<u>FOR WHOM MEANT</u>

Professionals involved in Operations & Supply Chain Management

DECISION MAKING IN SUPPLY CHAIN

ABOUT THE PROGRAM

In the current world of the growing economy, globalisation, complex transportation network, demand fluctuations, and rapid technological changes, the sustainability of any business has got increased challenges. With an effective supply chain, these challenges can be handled efficiently with collaborations and information sharing amongst the supply chain players.

This programme aims to acclimatize the participants with the fundamental concepts of the supply chain, their issues, and methods to resolve it by applying appropriate tools and techniques. Different challenges faced by supply chain managers at the inbound stage, production and outbound logistics will be covered in detail.

The focus of this programme is to enable participants to understand the supply chain concepts, issues, and techniques that help taking decisions at the various levels for improving the overall performance of firms.

OBJECTIVES OF THE PROGRAMME

• To understand issues in managing a supply chain

• To realize challenges during procurement and supplier selection.

• To develop the understanding of production planning

• To understand and implement analytical tools in the transportation and supply network.

COVERAGE

Day 1:
• Introduction on Supply chain issues with the help of Beer Game
• Inbound supply chain issues covering supplier selection and procurement decisions

Day 2:
• Production decisions including aggregate and disaggregate production planning
• Economic batch quantity and economic order quantity decisions during production

Day 3:
• Outbound supply chain issues considering warehouse location/ selection decisions
• Appropriate transportation decisions
• Channels of distribution network

FOR WHOM MEANT

Person with relevant experience and holding a responsible position in Industry.

ARTIFICIAL INTELLIGENCE

ABOUT THE PROGRAM

Decision making has always been a difficult task for any organization due to uncertainty, incomplete information, lack of knowledge about cause and effect relationships between parameters of importance, and time available for decision making. Given the scale of operations of modern organizations, it is almost impossible to manage them effectively without proper data analytics tool. Artificial intelligence techniques such as machine learning and deep learning algorithms create value by solving a wide range of problems starting with simple process improvement to complex decision-making problem at the top for competitive strategy. This programme aims to acclimatize the participants with the fundamental concepts of artificial intelligences/machine learning (AI/ML) and its application in ordnance factories.

OBJECTIVES OF THE PROGRAMME

Upon successful completion of this program, participants

- Will be familiarized with the concepts of AI and ML.
- Will be able to formulate, solve and analyze complex problems systematically.
- Will be able to apply various AI and ML tools in real life decision making, specifically in the context of ordnance.
- Will learn coding and solving the problems in Python/R.

COVERAGE

The Programme has been designed in a manner to enable participants to apply the concepts at their workplace using training modes such as brainstorming, case studies, illustrations, hands-on practice, and lectures. They will be supported by course materials, which will be provided by NITIE. The topics covered include the following:

- Opportunities for AI/ML applications in ordnance factories
- Supervised Learning Algorithm
  - Linear Regression Analysis
  - Logistic Regression Analysis
  - Decision Tree
  - Random Forest
- Unsupervised Learning Algorithm
  - k-Means Clustering
  - k-Mode Clustering
  - Hierarchical Clustering
- Reinforcement Learning Algorithm
  - Markov Decision Problems

FOR WHOM MEANT

For Middle & Senior Management Level.

IT FOR ADMINISTRATION

ABOUT THE PROGRAM

This course will provide a comprehensive understanding of how to use technology to simplify the business process and reduce the redundant task for employees therefore improve the overall productivity. We will discuss role of IT and ways to digitize each process of administration, right from data collection, storage and management to finally decision making for managers. Particular attention will be given to integration of the processes in administration so that central planning can be established with future predictions as well. This course will also cover the readily available cloud solutions and their implementation for business and how IT is finally leveraging the digital transformation.

OBJECTIVES OF THE PROGRAMME

- To illustrate with use cases about the work process automation, digital IT practices, tools and solutions to improve the employee efficiency
- To improve organizational productivity and enhance informed decision making at Operational, Tactical, and Strategic level with the use of Technology

COVERAGE

- Enterprise Digital Transformation
- Data Management – Collection, Storage, Search Digitally
- Enterprise Systems (ERP, SCM and CRM system)
- Office Tools for digitization
- Data Analytics techniques
- Knowledge Management Tools and Techniques
- Change Management Techniques
- Case Studies

FOR WHOM MEANT

For Middle & Senior Management Level.

FINANCIAL MANAGEMENT

<u>ABOUT THE PROGRAM</u>

Financial Management involves the study of different models of corporate financing and governance followed by several domestic and global firms. This course aims to give the basics of financial management and its environment to the participants and familiarize participants with the significant areas of corporate finance.

<u>OBJECTIVES OF THE PROGRAMME</u>

The programme aims to cover broader aspect of investment analysis and corporate finance with respect to analysing risk and return, best practices of capital budgeting and financial decision making. Conceptual developments blended with data driven empirical analysis using excel makes the course unique of its kind. Financial modelling using excel and use of mini case is its key strength.

After completion of the course, participants would be able to:

➢ Understand valuation (Risk and Return) of financial instruments.
➢ Theoretical and empirical implications of capital budgeting and financial decision making
➢ Develop sound background of investment analysis and portfolio management
➢ Develop sound background of financial modelling using Excel

<u>COVERAGE</u>

1. Fundamentals of Financial Management
   a) Basic concepts, Nature and scope of financial management
   b) Time value of money, present and future value of single and multiple cash flow or investments
   c) Principles of Loan amortization
   d) Analysis of systematic investment plans

   Workout: Excel workout of present and future value of investment with single and multiple cash flows. Developing a pension fund using excel

2. Fundamentals of Net Present Value (NPV) and Other investment Criteria
   a) Importance of NPV and its relevance in corporate finance
   b) Importance of Internal Rate of Return (IRR), Pay Back Period, Discounted Pay Back Period, Profitability Index in decision making
   c) Discussion on Operating Leverage and Break-even analysis.

   Workout: Excel workout of NPV, IRR, Multiple IRR, calculation of Operating Leverage.

3. Analysis of Risk and Return
   a) Analysing Risk and Return of Financial Investments
   b) Analysing probability of loss, estimating probability distribution of historical return
   c) Modelling Risk and Return of Portfolio of two asset.
   d) Developing risk return matrix, variance and covariance matrix, and role of individual security in portfolio construction

Workout: Excel workout on calculation of mean return, annualized return, estimation of risk and annualized risk. Estimation of risk and return of portfolio using excel.

4. Risk: Systematic vs unsystematic risk
   a) Analysis of Risk, Estimation of Beta (Market and security β)
   b) Decomposition of total risk into systematic and unsystematic risk
   c) Capital Allocation, Security market line, efficient frontier of portfolio

   Workout: Excel workout on calculation of risk, Estimation of security and market Beta (β), Calculation of systematic and unsystematic risk of real life data using excel.

5. Valuation of Common Stock
   a) Estimation of Price yield, dividend yield, holding period return
   b) Calculation of stock price using DDM, FCFF and FCFE model

6. Valuation of Bond
   a) Overview of bond valuation and Indian Bond Market
   b) Valuation of zero coupon and coupon bond
   c) Calculation of Yield, Yield to maturity, Time to Maturity

   Workout: Excel workout on calculation of Bond price, Yield, Duration of Bond, Convexity of Bond.

FOR WHOM MEANT

For Middle & Senior Management Level.

DEVELOPING COMMERCIAL & FINANCIAL SKILLS FOR STRATEGIC BUSINESS DECISIONS

<u>ABOUT THE PROGRAM</u>

Executives around the world are increasingly expected to be multi-functional. The decisions that line functions make are no longer limited to a single responsibility centre. Competition drives firms to become leaner and take integrated decisions that take care of not just functional requirements, but also address the financial and commercial ramifications of business decisions. NITIE brings a unique programme to such businesses looking to make their personnel well rounded experts with proven decision-making capabilities.

<u>OBJECTIVES OF THE PROGRAMME</u>

• To make functional experts better decision makers
• To transform managers without a degree in finance into financially and commercially aware professionals
• To help managers identify key variables in financial statements that are critical for decision making
• To help managers identify strategic and directionally significant decisions and differentiate from tactical and operational decisions

<u>COVERAGE</u>

• Key variables in financial statements- Income Statement/Balance Sheet and Cash Flow Statement, Understanding financial statements for use in business decisions
• Working Capital management, cost of capital, capital structure decisions
• Long Terms versus short term decisions- Use of Marginal costing and Capital Budgeting Techniques
• Decision tools in strategic decisions- Value Chain, Activity Based Costing, Target Costing, Life Cycle Costing techniques

<u>FOR WHOM MEANT</u>

• Working professionals without a formal degree in finance
• Work profile involves cross functional engagement
• Executives who are client facing and have to explain the commercial angle to key decisions
• Executives who need to integrate cost management concepts as part of their job role

FINANCIAL ANALYTICS WITH TIME SERIES MODELING AND NEURAL NETWORKS USING PYTHON

ABOUT THE PROGRAM

The field of financial econometrics using advanced tools and techniques has emerged over the last decade. The intention of this course is to help practitioners cut through the vast literature on financial time series models, focusing on the most important and useful empirical concepts. This course is expected to develop a sound background in quantitative analysis of financial time series. It also aims to develop sound understanding in sequential data analysis by building a Long Short-term memory model (LSTM) of Neural Network. It offers a guide to analyse and model time series properties of financial data using machine learning approach through Python. The course is designed for researchers and practitioners in the finance industry. Our aim is to provide a road map from academic prospective to the research issues that are important for researchers and practitioners.

OBJECTIVES OF THE PROGRAMME

This short course aims to discuss a broader aspect of time series modeling on financial data with advanced tools and techniques. It covers applied econometric tools relating to univariate financial time series models and LSTM using Python. The course aims to develop insights of financial models with univariate time series analysis and neural networks models using stock market indices.

Learning Outcomes – After completion of the course, participants would be able to:

➢ Understand Time Series and Neural network properties of Financial data
➢ Theoretical and empirical implications of Financial Time series
➢ Univariate Time series modeling and forecasting.
➢ Advanced research in LSTM

COVERAGE

1. Fundamentals of Financial Time series
a. Visualization of Time series data
b. Autocorrelation functions and testing of stationarity of financial data
c. Moving averages and time series smoothers

2. Univariate Time series modeling
a. Introduction to ARIMA
b. Building ARIMA model and forecasting market returns
c. Modeling using ARIMAX

3. Modeling return volatility
a. Autoregressive Conditional Heteroskedasticity (ARCH) modeling of market return.
b. Generalized Autoregressive Conditional Heteroskedasticity (GARCH) modeling of market return.

4. Understanding Financial Time Series and Neural network
a. Understanding Neural network
b. AI Neural Network in financial Data

c. Recurrence Neural Network (RNN) and its advantage and disadvantage
d. Long Short-term Memory Model (LSTM)

<u>FOR WHOM MEANT</u>

Faculty, Research scholars, Professionals from finance, economics and related functional areas

BUSINESS STRATEGIES FOR EMERGING MARKETS

ABOUT THE PROGRAM

The market places in an integrated global economy are witnessing an intense competition among the firms to win over the customers, who are more knowledgeable and demanding than ever. The modern-day business is thus becoming very competitive and complex and it is important for the managers to have a firm grounding and good understanding of the markets they belong to. It is also very essential to understand the consumers as a whole that include both present as well as potential customers and formulate strategies for building brand loyalty. The economic environment of business along with government policies regulating production, trade and market competition can have profound impact on the company level performance. Therefore, to survive and to grow in such a competitive scenario, the company managers must acquire special skills to come out with strategies for sustained profitability in a ceaselessly changing market.

This 5-day programme will assist the managers to understand the intricacies of market competition and help formulating strategies for growth in a fiercely competitive business environment. The course builds on both microeconomics and macroeconomics concepts and primarily focusses on the interactions between firms and consumers, firms and regulators; and among firms operating across variety of markets.

OBJECTIVES OF THE PROGRAMME

• To understand the Industrial Organization from the Structure, Conduct and Performance Framework.

• To analyse strategic behavior of firms under dynamic market conditions.

• To enhance the managers' understanding on market regulations including competition laws.

• To guide managers formulate appropriate strategies to improve their economic competitiveness.

COVERAGE

• Industrial Organization and strategic behavior of firms

• Structure, conduct performance (SCP) framework

• Competition and market power

• Economic environment of business

• Industrial and competition policies in India

• Pricing strategies and market segmentation

• Diversification and differentiation

• R & D, innovation and intellectual property

FOR WHOM MEANT

For Managers and decision makers

UNDERSTANDING ECONOMIC INDICATORS FOR MANAGERIAL AND BUSINESS DECISION MAKING

ABOUT THE PROGRAM

Analyzing, and designing appropriate strategies to enhance the performance of a company is not possible without a proper understanding of the Economic environment in which the company operate. It is therefore necessary for the managers to acquire a proper knowledge of the main coordinators of the economic system. This eases the decision-making in a hostile economic environment and enables the decision makers to make the required adjustment in a company by carefully analyzing the mechanism of the economic factors that influence the business environment. This course is therefore specially designed for executives to make them understand the key economic indicators about the markets; the institutions that support and regulates the market and also touches upon the key transformation through which the market is currently undergoing.

The course has been designed in three parts viz.,

• First part covers the Key Country Level Macro Economics Variables; the Institutions supporting and or regulating it.

• The Second Part introduces the Key Economic Indicators at Company and Market level in the face of Risk and Uncertainty and the importance of Networked Market.

• The third and the last part synthesizes the Macro and Micro Level Economic Indicators by touching upon the contemporary issues of Geopolitics, Demographic Changes &the importance of Behavioral Economics in designing strategies

OBJECTIVES OF THE PROGRAMME

• To understand the main economic indicators about country level market dynamics and the Institution regulating the market

• To understand how institution and market influence the behavior of the economic agents and the relationship between them

• To understand the indicators that capture the role of network and digital technology to influence the market.

• To understand importance and role of key behavioral economics concepts and emerging market conditions in decision-making.

COVERAGE

Macro-Economic Indicators: What Managers and Executive Need to Know

Theme 1: Understanding the Macroeconomics: Measuring National Income, Exchange of Output across Countries, the interrelationship between Output, Money and Expectations, What Makes Output Go up and Down? How does it Affect Business?

Theme 2: Money and Its impact on Real and Nominal Variables, The Art and Science of Reserve Bank of India. Tiding a Company with monetary policies of Reserve Bank of India

Theme 3: Expectations and Inflation, Expectations and Output, Expectation formation and its impact on Other Macro Variables, Relationship of growth with poverty, inequality and unemployment.

Theme 4: How to revive the economy by macroeconomic policies after Covid-19 lockdown: How to revive aggregate demand, growth, employment and profitability.

Market and Company Level Indicators

Theme 5: Understanding Demand: Do Firms know their Demand Functions? Elasticity of Demand and its relationship with revenue, Demand by Group and in the Aggregate. Modeling Consumer Behavior

Theme 6: Channels of Distribution and the problem of double marginalization: A story about Porsche, A simple model of two step distribution, why do laws to protect Franchisees exists.

Theme 7: Averages and Margins: Average Cost, Adding Average Revenue and Marginal Revenue, From Average to Marginal Cost, Efficient Scale, and Why Spend All this time on Average Cost

Theme 8: What are externalities? Why do Externalities lead to inefficiency? Dealing with Externalities within organization

Theme 9: Risk Aversion and Expected Utility, Risk sharing and spreading, Hidden information, Signaling and Screening, Incentives.

Theme 10: Incentives: A basic trade off: Risk sharing versus Motivation, Sundry comments, Qualifications, Extensions and Variations.

Theme 11: Market and Strategic Interaction in Network: Matching Market, Network Models of Market with Intermediaries, and cascading behavior in Market.

The World as we see it…...the world as we "should" see it: Making Sense of the Indicators

Theme 12: Making sense of the present by understanding the past: Geopolitical Balance of Power (Past, present & the Future-Pre Cold War, Cold War, Globalization, Protectionism)

Theme 13: Story of Markets: Demography and its Impact (Potential Market opportunities etc.)Urbanization & Migration (Global as well as Indian context, can be related to the Covid scenario in India as well)

Theme 14: Nudging the Mindset: Application of Behavioural Economics in Managerial Decision Making

FOR WHOM MEANT

The Course is open for all level of managers in a Company.

A modern-day professional manager needs to have the ability to anticipate future changes and the ability to scan the external environment on a continuous basis. With a deep understanding of the of the economic parameters and linkages mentioned herein, he/she would be able to take effective strategic decisions by understanding the past patterns and at the same time having a firm view of the future. By

undertaking this program, she/he should be able to appreciate the linkages between a country's demographic footprint, economic structure political structure, culture and society.

MANAGERIAL DECISION MAKING

ABOUT THE PROGRAM

Decision making can be an exciting and challenging experience in the competitive world of business and particularly during this pandemic situation of Covid-19. This contextual notion of Business Decision Making lends conceptual order in the endless variety of functional areas of business. The decision makers normally take decisions in their functional area and having little or no understanding of decisions taken in other functional areas of the business. Therefore, this course has been designed with a cross-disciplinary approach to give a holistic view of how decisions should be taken in different functional areas at the organisation level in a challenging business environment like Covid-19. In recent times decision-making is aided by various tools, techniques and data analytics. Since most major decisions have overtones of economy, it becomes imperative that decisions are taken with an understanding of the difficult environment of business and the economy during Covid-19.

OBJECTIVES OF THE PROGRAMME

1. To appraise the participants of the varied nature and challenges of business decisions duringCovid-19.

2. To familiarize the participants with the conceptual order of different kinds of business decision making.

3. To acquaint the participants with the latest tools and techniques of decision making.

4. To facilitate the learning of business decision making by assessing the disruptive impact of local and the global business environment during Covid-19.

COVERAGE

The decisions by Functional Area

1. Production decisions
2. Marketing decisions
3. Financial decisions
4. Strategic decisions

Tools for Decision Making

1. Statistical Techniques
2. Data Analytics
3. Artificial Intelligence and Machine Learning

External Factors affecting Decision Making

1. Competitive Business Environment
2. Government Policies

FOR WHOM MEANT

Managers and decision makers from all sectors in private and public undertakings.

DESIGN THINKING FOR BUSINESS EXCELLENCE

ABOUT THE PROGRAM

In today's complex world of business, it is important to find ways and means to stay ahead of the competitive space, to innovate and have a fresh approach to unstructured problems that one often encounters in businesses. The newly emerging discipline of Design Thinking, which is a human-centric approach to unlock the creative potential of leaders and managers across organizational profiles and operations. Design thinking has evolved as a powerful approach to strategic product and process development that begins with understanding unmet customer needs. It's a human-centered design process that approaches problem-solving with understanding the user needs. Design thinking encompasses concept development, applied creativity, prototyping, and experimentation. When design thinking approaches are applied to business and marketing, the success rate for innovation, particularly for new product introduction and product life cycle management has been seen to be effective and improve substantially.

Pioneer in these field are design-driven companies such as Apple, Coca-Cola, IBM, Nike, Procter & Gamble, and Whirlpool, which have outperformed the S&P 500 over the past 10 years by an accumulated 211% in what's called the Design Value Index, a portfolio of 16 publicly traded companies that integrate design thinking into corporate strategy.

OBJECTIVES OF THE PROGRAMME

The three days Management Development Program on Design Thinking will lead participants through a step by step, design thinking process. To be considered successful, companies which considers innovation as a cornerstone for their success and profitability, have to solve the three key dimensions of Desirability, Feasibility, and Viability.

Desirability: Is this product or service addressing a real customer need?

Feasibility: Can we develop a solution that is technically feasible and better than competitors?

Viability: Is there a viable business model around this product or service?

COVERAGE

1. Understand the design thinking process

2. Identify and assess opportunities through customer needs analysis

3. Create clear product specifications based on customer needs that are desirable, feasible, and viable

4. Generate and evaluate new product and service concepts through applied creativity

5. Implement a proven 4-step method for planning and executing a prototype

6. Design services for enriched customer experiences

7. Create and establish a robust product architecture

8. Evaluate the economics of product development

9. Design products and services with sustainability in mind

10. Plan and manage innovation projects effectively

For Whom Meant

• Key Account Managers

• Supply Chain/Operations/Finance/Marketing Managers in B2C (Consumer Products)

BUSINESS TO BUSINESS MARKETING

ABOUT THE PROGRAM

B2B Marketing can no longer be confined to mechanics of selling a product and delivering it to the Business House. It also encompasses establishment of new products and new ventures, use of De-marketing concepts, marketing research for exploring the opportunities of the changes in Business environment, selection of Distribution channels etc.

The Programme is of three days duration and will benefit all employees related to Marketing.

OBJECTIVES OF THE PROGRAMME

• To provide B2B marketing Scenario in our country.

• To provide various Marketing Strategies and Techniques used in B2B Marketing.

• To provide an understanding of the utilization of marketing Research, Marketing intelligence etc.

• To discuss importance of Selection of Channels, advertising, sales promotion etc. in B2B Marketing.

COVERAGE

• B2B Marketing System – Overview-Buying Processes and buying situation.

• Identification of target Market-Segmentation-Development of B2B Marketing plan.

• Developing product policy, Price determination.

• Organizing B2B Marketing Channel Functions – Deployment and Management of Multi lane Sales force for B2B Marketing.

• Marketing intelligence and Research.

FOR WHOM MEANT

B2B Marketing Strategy course is designed for those who are related to marketing activities and wants to improve their skills so as to achieve greater standard of excellence & success at work.

EFFECTIVE COMMUNICATION, TEAM DYNAMICS AND CONFLICT MANAGEMENT

ABOUT THE PROGRAM

In present times, individualistic human values dominate the world. Competition has become the buzzword and acts as the source of several workplace conflicts. Studies suggest that it is not a competition but collaboration that makes sense in establishing human relations at the workplace. Collaboration creates a sense of harmony and has the potential to translate the group into teams.

One needs to learn effective communication, team dynamics and conflict management styles to go up the organisational ladder. Scientific exploration may help organisations in seeking such escalations.

OBJECTIVES OF THE PROGRAMME

After attending this programme, the participants should be able to:

• Diagnose human issues in teams.

• Be aware of possible ethical dilemmas while working in teams.

• Make reflections and design your strategies to deal with team crisis.

• Communicate effectively and build team efficacy.

• Understand what stimulates political behaviour and power dynamics in teams

• Hone intrapersonal and interpersonal skills to manage the conflicts.

• Learn the strategies to manage conflicts in the team.

COVERAGE

• Human issues in teams.

• Ethical dilemmas while working in teams.

• Strategies to deal with team crisis.

• Communicate effectively and build team efficacy.

• Political behaviour and power dynamics in teams.

• Intrapersonal and interpersonal skills necessary to manage the conflicts.

FOR WHOM MEANT

The programme is open for managers operating at all the levels of management.

LEADERSHIP AND STRATEGIC PLANNING

ABOUT THE PROGRAM

The basic responsibility of leader is to manage people and lead effectively. The competitive pressures on leaders have increased their need to be effective. Leadership skills is not something a person is necessarily born with. These can be inculcated, can be taught and mastered with practice. In this five-days, three-hour training programme, you will gain a deeper understanding of your leadership style, and how this influences your own effectiveness and the actions of your team. You'll learn key components of what motivates your workforce and how understanding individual goals, values, strengths and weaknesses can lead to a more effective style of management and overall team and organizational effectiveness.

OBJECTIVES OF THE PROGRAMME

- Identification of key competencies required for Leader for delivering business objectives.
- To understand and develop skills to build high performing cohesive teams and manage conflicts
- To provide an insight into individual level skills that are required to enhance leadership capabilities
- To understand the role of leader in managing change at individual and organizational level
- To understanding macro–level environment for comprehending the business landscape and strategic planning
- To understand the role of leadership towards successful stakeholder engagement

COVERAGE

Managing Self:

- Personality & Style
- Developing emotional intelligence
- Building effective communication style
- Managing Stress for Effective Leadership

Managing Subordinates & Relationships:

- Building effective team processes
- Managing Conflict
- Providing constructive Feedback

Managing Change & Organizational Effectiveness:

- Understanding and managing strategic change
- Decision making- process & techniques
- Enhancing stakeholder engagement
- Business development through strategic planning
- Enhancing negotiation Skills

TRANSACTIONAL ANALYSIS AND TEAM BUILDING

ABOUT THE PROGRAM

Transactional analysis is a theory of personality and a systematic method for personal growth and personal change. It relies on three philosophies:

- o People are Okay.
- o They can change
- o They can redecide

Often in life, we struggle to find the answers for the difficulties we experience. Sometimes these difficulties remain in work-life, related to dealing with peers, hierarchies. Such difficulties affect human relations at the workplace and thereby working and performance of teams in which people operate. Transactional Analysis and Team Building go hand in hand and could be considered one of the very effective means of exploring team building. We invite to these explorations!

COVERAGE

- Contracting
- Ego State Functional Model
- Transactional Analysis Proper for Effective Team Building
- Human Hunger of Strokes and its implications on the functioning of Team
- Managing Feelings and Emotions in Teams
- Decision making in Teams
- Psychological games in Teams
- Importance of Okay Corral in Teams
- Reflections and Re-decisions for the way forward

FOR WHOM MEANT

For Middle & Senior Management Level.

MANAGERIAL EFFECTIVENESS

ABOUT THE PROGRAM

Effectiveness and efficiency both are important for organizational excellence. In practice, effectiveness is less understood and more difficult to practice. The question is, how managers learn and practice effectiveness? This programme is designed with a purpose to develop effectiveness in managerial roles.

OBJECTIVES OF THE PROGRAMME

• To enable the participants to understand the concept of "Effectiveness vis-a-vis-Efficiency"

• To sensitise the participants regarding the ways and means through which effectiveness can be brought into their managerial roles

• To provide the participants an opportunity for sharing experience relating to effective management of organizations

COVERAGE

• Organizational and Managerial Effectiveness

• Effectiveness and Efficiency-Difference and Relationship

• Effective Management

• Personal Effectiveness, Effective Leadership, Effective Communication

• Effectiveness – Gandhian Approach

FOR WHOM MEANT

Managerial personnel in Private/Public Sector organisations and various officers of State and Central Governments

THINKING STRATEGICALLY; BUSINESS STRATEGIES TO NAVIGATE VUCA WORLD AND ATTAIN COMPETITIVE ADVANTAGE

ABOUT THE PROGRAM

Modern business world is confronting a Volatile, Uncertain, Complex and Ambiguous (VUCA) reality. Technology led disruptions are changing the business landscape for businesses of all sizes. Transformation has become necessary for business survival. The COVID-19 pandemic and its associated economic and physical lockdown further altered the business landscape for small, medium, and large business firms. Given this challenging context it becomes important that managers quickly decipher the change in reality and strategize to steer ahead into the future through well thought out strategies. Managers have to pause, introspect, reflect, review and design organizational strategic initiatives. At an individual level, the executives have to also eke out personal level action-oriented plans to secure an edge in their respective organization.

This program focuses on understanding and developing strategic thinking process. Participants will be exposed to fundamental paradigms of Strategic Management via case methodology.

OBJECTIVES OF THE PROGRAMME

• A balanced understanding of the various classical as well as contemporary concepts of strategic management planning. This would empower you as a manager to undertake robust strategic decisions.

• Understand direct competitive rivalry as well as strategic group based competitive rivalry, so that you as a manager could initiate actions to respond to competitors moves.

• Learn from real life stories of successful strategy implementation, control and monitoring. This would help in emulating the prevalent best practices. This would also instigate you to visualize the next practices of the organization.

• Learn how to map your organizational resources, capabilities, competencies, and core competencies for evaluating strategic alternatives. This would enable you as a manager to leverage organizational resources and capabilities towards business process improvement and business scope redefinition.

• Level up your understanding of the macro–level environmental and industry level analysis for comprehending your specific business landscape. This would evoke appropriate strategic initiatives for securing macro –level environmental and industry level gains and reducing risks.

COVERAGE

• Make executives revisit both the classical concepts in strategic management like Resource Based View (RBV) and Dynamic Capabilities View (DCV) as well as contemporary strategic management concepts like Blue Ocean Strategy (BOS) and Balanced Score Card (BSC) to understand business context.

• Enable managers undertake business PESTLEE environment scanning and scoping analysis in the new paradigm of doing business in the VUCA plus COVID-19 world

• Enable executive comprehend the tectonic shifts occurring in business world because of the advent of emerging technologies like- Robotics, Augmented – Virtual – Mixed (AR-VR-MR) Reality , Additive manufacturing technology, Block chain technology, Cloud based technologies, Machine Learning plus Artificial Intelligence (ML+AI), Big Data Analytics (BDA) and such other. Insights regarding strategic management of emerging technologies would be provided.

• Educate executives on how to evaluate industry landscape with a holistic perspective given the new realities.

• Help managers learn the mechanisms of analyzing organizational resources and capabilities to carry out business activities in the VUCA plus COVID-19 world.

• Help executives comprehend how to analyze the business competition in a comprehensive manner given the VUCA plus COVID-19 realities

• Aid managers firstly in designing dynamic strategic plans and then managing its implementation in real-time basis for achieving competitive success and business growth.

• Help managers towards better strategic decision making for balancing both short term and long-term organizational goals.

• Help management professionals comprehend the kind of leadership skills required based upon real world examples how managers were executing strategies in their organizations in this challenging era.

FOR WHOM MEANT

This program is meant for management professionals working in large, medium or small enterprises of both public and private sector involved in strategic decision-making management planning, strategy implementation and related business functional areas. Executives from both services as well as manufacturing sector would find this program insightful.

MANAGEMENT OF SUSTAINABLE DEVELOPMENT GOALS IN POST COVID-19 ERA

ABOUT THE PROGRAM

Pandemic has exposed the business across the world. The biggest challenge before business is to make itself resilient and adaptable to changing market requirements. UN has identified 17 grandest challenges the world economy is facing and hence implementing these goals can make businesses resilient. Developing an understanding of sustainability in rapidly changing and complex post covid-19 business scenarios is paramount. This program focuses to train managers to integrate SDGs into core business strategy of the organization to build more resilient and sustainable business model in post covid-19 era. The course is designed to support post covid-19 sustainable management issues.

OBJECTIVES OF THE PROGRAMME

• SGDs implementation issues in post covid-19 era.

• Sustainability risk and business resilience management through SDGs.

• Best practices in integrating SDGs in business strategies.

COVERAGE

• Sustainability in the post covid-19 era.

• Setting sustainability agenda using SDGs.

• Design thinking approach to implement SDGs

• Best practices in integrating SGDs in business functions.

• Sustainability risk management using ecological footprint.

• SDGs performance management

• Resilience management through SDGs.

• Building circularity using SDGs.

FOR WHOM MEANT

The program is targeted to executives/ managers endeavoring to navigate and catalyze significant and sustainable change in their business. The program is especially recommended for executives, professionals and leaders who are working in the areas not limited to sustainability management.

ADDRESSING ENVIRONMENTAL, SOCIAL, & GOVERNANCE (ESG) FOR CORPORATE SUSTAINABILITY: ALIGNING SDG

ABOUT THE PROGRAM

The implications of sustainability on corporate performance is a known truth in the business parlance. Sustainability is being used to manage risks and disruptions in the unprecedented times of today. Sustainability performance of the firm is a function of ESG and alignment of the corporates strategies towards this is instrumental in meeting the triple bottom line. The programme will build perspective on operationalizing sustainability by using ESG as a metrics. The programme will enable the participants in contributing to the sustainable performance of their firms and create stakeholder value.

OBJECTIVES OF THE PROGRAMME

• To advance the sustainability from ESG umbrella

• To address the sustainability management for corporates and meet the business goals

COVERAGE

• Sustainability & ESG

- • Environmental Standards & Guidelines
- • Integrated Reporting
- • Sustainability Performance Metrics

• Responsible Supply Chain
- • Green Supply Chain Practices
- • Assessment Tools for Green Supply Chain

• Corporate Environmental Management
- • Sustainable Production & Consumption
- • Environmental Tools: LCA, MFA
- • Compliances for Environmental Management

FOR WHOM MEANT

The programme will help managers & practitioners to understand sustainability

BUSINESS ANALYTICS

ABOUT THE PROGRAM

In the context of technological changes and meeting business challenges, it is essential to re-engineer the business objectives and business processes. Hence, appropriate techniques of business analysis will help to carry out re-engineering of business processes. This course enhances these skills and will give coverage of different business analytical techniques and models.

OBJECTIVES OF THE PROGRAMME

• To understand the business scenario and business processes

• To do the gap analysis to meet changing technology and business dynamics.

• To study different techniques of business analytics and models

• To develop the logical models of applications to enhance the quality of the organization.

COVERAGE

• High level decision making

• Business processes and gap analysis

• Re-engineering techniques

• Predictive analysis, prescriptive analysis, descriptive analysis

• Models and techniques of business analysis

• Business enhancement with the real life applications

FOR WHOM MEANT

Senior level executives of corporate, government, bureaucrats in manufacturing and service sectors Decision makers across all businesses and government bodies