

# Top Management Workshop on Manufacturing

March 23-25, 2017



Executive Education  
Indian Institute of Management Ahmedabad

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The recent initiative of government of India is aimed to position India as a hub of manufacturing activities. The intention is to manufacture world-class products from India to meet the exacting needs of consumers globally at an affordable price. Indian organisations are gearing up to meet this challenge. Multinationals are also interested in leveraging the conducive business environment in meeting the expectation of their global customers by manufacturing or sourcing from Indian sub-continent.

In this context, we have designed a programme which will bring top management of Indian and international organisations operating in India to discuss wide range of issues related to accomplishing manufacturing excellence.

## Content

The programme is designed in a conversation format from an academic as well as practitioner's perspective. The themes that will be discussed in the three day interaction will include, but not limited to the following.

### **Manufacturing as a source for business advantage**

In recent time, manufacturing has transformed itself from a passive support function to an active business enabling function. The senior management of an organisation needs to understand and appreciate the symbiotic relationship between the business advantage and excellence in operations.

### **Manufacturing strategy formulation and implementation**

This theme will explore different and distinct positions that organisations can take to leverage their operational capabilities. Implications to plant locations, technology choices, people skills, process capabilities and supply chain challenges would be addressed.

### **Hybrid Strategies**

Traditionally organisations conceptualise their competitive strategy based on their capabilities and the business environment in which they operate. Intensive competition makes this competitive strategy less efficient. To counter this, organisations attempt to synthesise two or more apparently conflicting strategic positions to sustain and grow their business. The articulation of such strategies and the resultant internal challenges in implementing those would be discussed.

### **Global sourcing**

Geographical boundaries are systematically surpassed in pursuit of economic considerations and value creation. This leads to strategic consideration of outsourcing segments of value chain in a global context. The managerial challenges include logistics, cost considerations, supply chain complexities, quality, business risks and oversight of operations. This theme is an articulation of responses to these challenges.

### **Virtual Integration**

Information technology and its deployment have changed the landscape of the business environment. In

the context of global sourcing, new business models emerge. Organisations reposition themselves from a complete ownership on the value chain (creation, supervision and delivery) to an integrating and coordinating mode. The implications of this to the management a discussion agenda of this theme.

### **Operations and sustain ability**

While the revenue of a business is tangible, the cost of business in the overall context of the environment is often not considered. Such considerations are important to enhance sustainable wealth creation. The constraints and the compulsions in operations arising out of such broad based considerations would be discussed.

### **Role of operations in emerging business context**

Paradigm shifts are happening in the business landscape. Brick and mortar models are being replaced by e-commerce models. This brings new challenges to the supply chain function. The implications of rapidly emerging e-commerce environment to supply chain function is central to this theme.

### **Make in India**

Government of India recently announced a path breaking initiative to regain the preeminent role of manufacturing in Indian economy. This module focuses on the content and scope of such an initiative and the managerial challenges related to transforming India as a global hub of manufacturing with special emphasis on small and medium enterprises.

## Target Audience

Senior managers in manufacturing, Business heads in-charge of operations, Owner managers of enterprises with a manufacturing focus, Executives in-charge of overall production, Departmental heads of public sector organisations engaged in manufacturing, Board level executives with operations responsibility, Senior executive in charge of operations representing multi nationals in India.

## Faculty

- Jayaswal, Sachin
- Ravichandran, N. (Faculty Chair)  
E-mail: [nravi@iima.ac.in](mailto:nravi@iima.ac.in)
- Soman, Chetan
- Sundaravalli, N.

## Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **March 09, 2017** and last date for early bird discount is **March 02, 2017**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

### Officer - Executive Education

Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-6632 4472 to 77 and 4461 to 69

Fax: +91-79-2630 0352 (ExEd)/ 2630 6896 (General)

E-mail: [exed@iima.ac.in](mailto:exed@iima.ac.in)

Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

## Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests stay with them during the programme.

## Programme Fee and Payment

INR 80,000 (+15% Service Tax) per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **March 09, 2017**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these three ways:

### [A] Electronic Fund Transfer:

1. Name of Beneficiary:  
**Indian Institute of Management Ahmedabad**
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad  
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance:  
**Top Management Workshop on Manufacturing**
5. IIMA Permanent Account Number (PAN):  
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):  
AHMI00189A
7. IIMA Service Tax Registration Number:  
AAATI1247FST001

After making the payment, please e-mail us the complete transaction details immediately so that we can link your remittance with your nomination.

### [B] Payment Gateway

Please visit the IIMA website

([www.iima.ac.in/exed](http://www.iima.ac.in/exed)) for more information.

### [C] Demand draft/ cheque payable at par at Ahmedabad

The cheque/ draft should be in favour of "**Indian Institute of Management Ahmedabad**" and sent directly to Executive Education Office through courier or speed post.

## Discount

**Early Bird Discount:** Nominations received with payments on or before **March 02, 2017** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

**Group Discount:** Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.



## Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and the alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

## Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport and population
- Faculty Development Programme for teachers in universities and colleges

The Institute has about 97 faculty members working in the following management areas and sectors:

### Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organisational Behaviour
- Production and Quantitative Methods
- Public Systems Group

### Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Ravi J. Matthai Centre for Educational Innovation



**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा कार्यक्रम  
भारतीय प्रबंध संस्थान अहमदाबाद

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