



TMTC

Quarterly Calendar of Programs
2011 - 2012



Operations Gurukul

Programme Overview

The Operations Gurukul at TMTTC is a 5-day intensive programme that covers approaches and modern practices in Operations that will be useful for strategists, practitioners and executives. This programme aims to expose the participants to various aspects of operations strategy and latest trends in operations management. The programme adopts a practice based approach whereby modern day challenges are focused on through intensive discussions, faculty inputs, case study discussions and experience sharing by leading practitioners from the industry. The focus will be on contemporary issues like linkage of operations with the corporate strategy, the constituents of modern operations strategy, an appreciation of world class manufacturing. The culmination of the programme aims at enabling participants to formulate an action plan for implementation in their own company.

Programme Highlights:

1. Operations Strategy: Concept and Constituents
2. Enabling flexibility
3. Deploying the strategy – focus on capacity and technology issues
4. Deploying strategy – focus on supply chain
5. Deploying strategy – managing people
6. Focusing on Quality – modern trends in Six Sigma
7. Green manufacturing
8. Focus on lean manufacturing
9. Implementing Operations Strategy
10. Integrating product development and manufacturing
11. World Class Manufacturing – perspectives



Methodology

It consists of readings from classical articles to develop a theoretical framework followed by case study discussions to examine the situation in the cases in terms of the theory. Critical thinking, problem solving, mathematical/statistical ability for decision making in individual and group mode are encouraged. The learning is expected to take place through free-flowing discussions and disagreements. The participants would be enriched by interactions with industry captains from the manufacturing industry.

Who Should Attend

- Operations Managers
- Operations Planning Executives
- Business Unit heads
- Product Heads
- Supply Chain Managers
- Quality Managers

Faculty:

Prof. Arabinda Tripathy, Dean VGSOM, IIT Kharagpur

Prof. Kalyan Guin, Associate Dean, VGSOM, IIT Kharagpur

Programme Director

Milind Pandit, mpandit@tata.com, Direct # 91-20-66091088 Mobile : 9225508500

Karn Bhatia, kbhatia@tata.com, Direct # 91-20-66091095 Mobile 9225508504

Duration:

5 Days
August 19 - 23, 2011

Programme Fees:

INR 75,000 (Seventy Five thousand) per participant and applicable taxes.
Fee includes course fee, cost of instructional material/programme kit, food & accommodation for the participants.

Theory of Constraints

Organizations are often structured, measured, and managed in parts, rather than as a whole creating constraints that people may not be aware of. As a result the overall performance is lower than the expectations. Due to these constraints which seem to constantly shift from one place to another, organizations experience difficulties in securing or maintaining a strategic advantage in the marketplace, financial hardships, lack of collaboration between various functions and poor customer satisfaction. Once the barriers that block those parts from working together as an integrated system are removed, significant and sustainable improvement in each problem area is achievable.

The Theory of Constraints (TOC) is a management philosophy by Dr. Eli Goldratt, author of the book, 'The Goal' and several others that followed it. Organizations often try to improve their performance by utilizing all their resources as much as possible rather than focusing on what really prevents them from improving. TOC helps organizations in focusing on the constraints and thereby achieve goals in relatively short time.



Tata Management Training Centre and Goldratt Schools present a series of programmes based on TOC. The first programme in this series is the Introductory Programme on the TOC. This programme is for the decision makers of an organization.

This programme would cover the following topics over a period of three days.

- TOC Fundamentals
- 5 Focusing Steps
- Thinking process and tools
- Simplified Drum Buffer Rope and Made To Order
- Made To Availability and Supply Chain
- Fundamental beliefs
- Strategy and Tactics
- Flow and measurements
- S & T Tree
- Layers of Resistance
- Decisive Competitive Edge
- Project Management

Goldratt Schools (GS) is a part of Goldratt Group, a world-wide organisation established by Dr Eli Goldratt. Goldratt Schools brings broad-based expert knowledge of various areas like operations, supply chain management, finance & measurements, sales & marketing, managing people and various other areas. They have worked in diverse industries like manufacturing, financial services, health, projects etc.

Programme Faculty

The programme will be delivered by Mr. Alejandro Fernandez who is the Principal of Goldratt Schools, Colombia. He has been a TOC Educator since 1993, as Manager of Piensalo Colombia (Think about it). He is a Political Scientist, MBA and Master in University Management. He received his initial training as Jonah Jonah, and Licensee in Operations, MSW, CCPM at the AGI. Since year 2000 he is focused in developing Goldratt Schools in Colombia as head of Goldratt Schools in Colombia. The TOC International Certification Organization has certified him as Holistic TOC Expert.

Some of the companies that have worked with Piensalo, generating their own powerful Process Of Ongoing Improvement: Azulk (Soap), Minerales Industriales (Caolin), Coditeq (Codification), Universidad ICESI, Coveta (Strips), Plásticos Vandux (hairbrushes), Cosmecéuticos (medicated creams), Leonisa (lingerie), Ciplas (Packing), Acasa (Steel), Sicolsa (Steel), Herragro (Agricultural tools), Comfamiliar Aseguradora (Benefit Fund), Centro de Ciencia y Tecnología de Antioquia (Business Research Center), Prodesa (construction), Plasticaucho (Shoes, ribbon & foam products).

Participants Profile

- CEOs with their leadership team.
- Decision Makers & Leaders of Operations.
- Project Managers.
- COOs/Business Leaders with their team.
- Heads of Functions with their teams

Programme Director Karn Bhatia, kbhatia@tata.com, Direct # 91-20-66091095, Mobile: 9225508504
Niharika Rai, nrain@tata.com, Direct # 91-20-66091027, Mobile: 9225508503

Duration:

3 Days
August 29 - 31, 2011

Programme Fees:

Kindly call on above numbers for details..

HR Gurukul aims to equip HR professionals with the professional knowledge and skills to enhance their professional and organizational competitiveness. It is aimed at HR professionals who partner with Business to serve the organisation and for effective implementation of people practices and policies.

Learning Objectives

1. Strengthening understanding of strategic frameworks and ways to link HR to Business Strategy
2. Enhancing understanding of organizational structure & design and its linkages to strategy
3. Enhancing their knowledge and understanding of core HR functions: recruitment and assessment, career and manpower planning, employee and community relations, performance management, remuneration and reward, learning and development, HR metrics.

Value Propositions for Your Organisation

- Improves participants understanding of the business and the role of HR
- Builds the participant's commitment to strengthening HR processes in your organisation
- Motivates the participants to deploy useful new ideas at the work place
- Equips the participants to better manage the HR function
- Expands the participant's network

Topics:

- The Changing Role of HR
- Organizational Design and Structure
- Competency Based HR
- Talent Management
- Compensation
- Performance Management system
- Employee Engagement
- HR Metrics
- Integrating HR Functions for Business Excellence – A Strategic Approach



Methodology

The learning will be facilitated through –

- Discussions
- Case studies
- Role plays
- Projects
- Experience sharing sessions
- Experiential Exercises
- Outbound Activities

The programme is uniquely designed with good blend of academic and practitioner's input.

Faculty:

Senior HR Professionals from industry, eminent academicians and HR consultants with wide experience in the field will facilitate the programme.

Participants Profile

Specially designed program for Managers who are passionate about HR, want to make a difference to their organization, and fit one of the following descriptions:

- HR Professionals with at least 4 years of experience post Masters Degree.
- HR Executives and Managers, not possessing formal HR qualifications, with work experience of 4- 6 years

Programme Director

Dr. Tripti Singh, tsingh@tata.com, Mobile: 92255 08505
Dr. Gayatri Phadke, gphadke@tata.com, Mobile: 92253 67796

Duration:

10 Days
Module I - Sept 5 - 9, 2011
Module II - Nov 8 - 12, 2011

Programme Fees:

INR 1,05,000/- (One lakh five thousand only) for 10 days plus applicable taxes. This is a residential programme and fee includes course fee, cost of institutional material/ programme kit, food and accommodation for participants.

Programme Overview

Over the last decade, competition has intensified in every sector. In this highly competitive business environment, profit generation requires sustained efforts supported by appropriate decision making skills on part of executives in all functions and departments. Decisions made by executives, usually have significant financial implications. Ensuring financial awareness to improve the quality of their decision making is an imperative and is in the organizations' best interest.

As managers grow within an organization it becomes necessary to acquire a good understanding of finance and management accounting, in order to more effectively perform their role. Decision makers in the organization need to understand the drivers of financial performance and their own role in achieving the outcomes by relating the impact of their decisions to the financial results.

The purpose of this comprehensive programme is to provide an intensive input on various facets of finance and management accounting.

Objectives

- Impart a sound understanding of the key principles of valuation
- Hone skills in applying the tools and techniques of value creation
- To provide insights into how firms create, maintain or destroy value
- To discuss state of the art practices

Content

- Introduction to Financial Management
- Understanding Financial Statements
- Understanding Ratios & Break – Even Analysis
- Financial Planning & Budgeting
- Time Value Of Money & Investment Decisions
- Capital Structure, Long Term Sources of Finance, Project Appraisal Activity Based Costing
- Working capital Management
- Risk & reward optimization,
- Inventory policy
- Trade receivables & Credit management
- Collection monitoring and related aspects
- MIS on working capital as a critical tool
- Profitability Management & Cash Flow Management
- Leverage Analysis

Who Should Attend

- P&L Managers & Heads of Business Units
- Decision makers whose decisions have an impact on the P&L like:
 - Sales Managers
 - Human Resource Managers
 - Quality Managers
 - Procurement Managers
 - Operations & Production Managers
 - Marketing Managers

Faculty ● Shirish Bagewadi ● Raghu Iyer ● Prof. Padmini Srinivasan (IIM Bangalore)

Programme Director Karn Bhatia, kbhatia@tata.com, Direct # 91-20-66091095, Mobile: 9225508504



Duration:

5 Days

Sept 9 - 13, 2011

Programme Fees:

INR 55,000/- (Fifty five thousand only) plus applicable taxes. This is a residential programme and fee includes course fee, cost of institutional material/ programme kit, food and accommodation for participants.

Leveraging R&D and Engineering for Competitive Advantage

Tata Exclusive Program

Program Overview

In many industries technological innovation is a source of great competitive advantage. The last century demonstrated how many individual and independent inventors ushered in an era of technological change. Today, organizations fiercely compete globally to deliver better, affordable and environmentally sustainable products and solutions. Further, with the advent of global R&D and Engineering (RD&E) teams the cycle time for delivering these technological innovations has dramatically reduced.

The search for new ideas and newer ways of doing things has highlighted the strategic importance of the RD&E function. This new role has radically changed RD&E's relationship with other business functions, such as manufacturing, marketing, and finance. It is in this content, TMTC presents the program Leveraging R&D & Engineering for Competitive Advantage.

Program Objectives

This program builds on the perspective that RD&E is now well integrated with the business strategy of the organization. The program aims to:

- Develop strategic thinking capabilities within R&D and Engineering Managers in order to improve the R&D and Engineering management in relation to other business functions.
- Actively manage the relationships with other functions, in order to ensure that R&D / Engineering functions play a more strategic role in the firm.



Program Methodology

Participants will engage in interactive sessions using the case-study method. Experience sharing sessions by accomplished professionals will add practical flavour to the program. Program faculty will discuss integrative mechanisms between RD&E and other business functions.

Program Benefits

This intensive program will provide participants tools, methodologies & frameworks to:

- Align RD&E strategy with business strategy.
- Understand how technologies evolve and demonstrate their linkage to RD&E strategy.
- Identify defensive and offensive intellectual property management tactics.
- Leverage learning and collaboration concepts with customers, lead users, suppliers, universities & research institutions.
- Develop a business case to articulate the business value of emerging technologies.

Who Should Attend

This program is for senior executives whose job entails a new product, service and process development. The program is targeted at:

- General managers involved with R&D/Engineering or with direct responsibility for new product or process development.
- Program Managers of Research, Directors of R&D Labs or Engineering organizations.
- Technology Architects and Solution Development Leaders from technology intensive Service organizations.

Faculty: The faculty for the program is from IIT Bombay along with industry experts from within and outside Tata companies. They would have a rich experience related to research, teaching and managing technology.

Program Director Dr Rajiv Narvekar, rnarvekar@tata.com, Tel: # 91 20 66091087, Mobile - 9225364060.
Dr. Niharika Rai, nrnai@tata.com, Tel: # 91 20 6609 1027, Mobile - 9225508503.

Duration:

3 Days

September 22 - 24, 2011

Programme Fees:

INR 30,000 (Thirty thousand) per participant and applicable taxes. Fee includes course fee, cost of instructional material/programme kit, food & accommodation for the participants.

First Time Managers

Introduction

The organizations have seen their top performers get results. These employees go above and beyond what's expected of them. They show potential. They have proved themselves to be effective workers. And now they're being promoted to management roles. At this point of change technical skills are no longer sufficient. There is a considerable difference between being an experienced individual contributor and developing into a manager. This change is not only a case of changing a job title, more a case of transforming the role into new skill requirements and capabilities requiring the execution of new responsibilities and the achievement of results. Supervising and developing others and getting projects completed through delegation requires different set of skills. When people are promoted to management positions for the first time, it is vital that appropriate tools, techniques, and guidance are provided to make a successful transition from being a member of the team to leading the team.

Understanding this need, Tata Management Training Centre offers the First Time Managers Programme.

Key Objectives

- 1) To understand what it means to be a manager with a focus on – ■ Gaining self-awareness for becoming an effective Manager ■ Building and leading an effective team ■ Developing business perspective to be an effective manager.
- 2) To develop roadmap for self - transformation.

Broad Content

The three day program content is structured around these three broad areas

- I Gaining self- awareness for becoming an effective manager
 - Understanding the challenges of a managerial role.
 - The new age manager and the competencies required.
 - Insights on personal characteristics and capabilities and its personal impact.
 - Exploring personal styles in interpersonal context.
 - Developing the personal leadership style/ signature
- II Building and leading effective team
 - Channelizing the team efforts towards achieving goals
 - Embracing individual differences and collective identity and goals
 - Fostering support and confrontation amongst team members.
 - Managing subordinates' performance
- III Developing business perspective to be an effective manager.
 - Developing strategic business perspective
 - Making effective decisions
 - Understanding and leveraging organizational dynamics



Methodology

The program will be delivered in workshop mode with a combination of conceptual and skill learning and practices tools.

Who Should Attend

The participants could be the individuals who are about to get in the roles of managers for the first time or have just transitioned in the role of a manager. Total work experience could range from 3- 8 yrs.

Faculty:

Eminent Academicians and Industry Practitioners

Programme Director Dr. Niharika Rai, nrai@tata.com, Direct # 91 - 20 - 66091027
Dr. Gayatri Phadke, gphadke@tata.com, Mobile: 92253 67796

Duration:

3 Days
October 10 - 12, 2011

Programme Fees:

INR 30,000 (Thirty thousand) per participant plus applicable taxes. This is a residential programme and fee includes course fee, cost of instructional material/programme kit, food & accommodation for participants.

Winning Communications for Emerging Leaders

Background:

The transition from a functional role to a business management role is the toughest for any manager. Suddenly, they are faced with very different audiences and contexts than what they faced earlier. Externally, it might be customers or industry analysts or the media and internally, it could be the Capex Review Committee or the Audit Committee of the Board; emerging leaders find that on-the-job experiences never prepared them for this challenge.

Course Objectives:

This 2-day workshop aimed at emerging leaders will:

- A) Introduce them to the 4 P's of Communication: Plan, Package, Prepare, Perform
- B) Provide experiential learning about:
 - a. How to make a verbal presentation to Senior Management
 - b. How to write a powerful business case or proposal
 - c. How to speak to a large audience at a conference or an employee town hall
 - d. How to participate in a media or analyst interview
- C) Provide personal guide of strengths and areas of improvement
- D) Enable a six-month improvement cycle through follow-up



Pre-Workshop Preparation

Participants would need to prepare samples of various forms of communication; details / templates to be provided.

Day 1

Session 1: Introduction to Communication

Session 2: Verbal Presentation / Exercise – Recorded Presentation

Session 3: Public Speaking / Exercise – Recorded Speech

Session 4: Feedback on Presentation & Speaking

Day 2

Session 5: Interview / Exercise – Recorded Interviews

Session 6: Business Writing

Session 7: Feedback on Writing & Interview

Session 8: Presentations Redux / Exercise – Recorded Interviews

Session 9: Personal Learning Agenda

Who Should Attend

High Potential Middle Managers from any role/function (e.g. typically DGM, GM levels)

(Each workshop will have about 15 participants to ensure personal attention. Participants would be able to attend a one-day follow up session six months later to refresh learning & track improvements.)

Faculty:

Srinivasa Addepalli : Senior Vice President, Corporate Strategy & Marketing, Tata Communications. Srinivasa is responsible for corporate strategy formulation and execution at Tata Communications, and manages all new strategic initiatives including growth plans, entry into new markets and Mergers and Acquisitions.

Programme Director Milind Pandit, mpandit@tata.com, Direct # 66091088 Mobile : 9225508500

Duration:

2 Days

October 11 - 12, 2011

Programme Fees:

INR 25,000/- (Twenty Five Thousand) per participant plus applicable taxes. This is a residential programme and fee includes course fee, cost of institutional material/ programme kit, food and accommodation for participants.

Crisis & Emergency Management

Programme Overview

A good Business Continuity (BC)/Disaster Recovery (DR) plan can be undermined if the emergency and incident response is less than effective. Effective responses will help the organisation to ensure life safety, and minimise the impact and effect on information and infrastructure assets.

This course will impart to the participants, the knowledge pertaining to incident and escalation management, emergency response, damage assessment and plan activation. It will equip participants with effective responses during a crisis which will help the organisation to ensure life safety, and minimize the impact on information and infrastructure assets. It will ensure that the organisation has the resources to recover and resume critical business operations effectively.

The Incident Command System (ICS) used in military and public agencies, has been in place for many years. Today, ICS is used in regional and national disaster management. BC managers and coordinators need to understand the ICS structure, and learn how to coordinate with the public agencies. At the same time, the structure provides a framework for the organisation to manage incidents affecting it.

Participants will gain a better understanding of ICS structure; how it is used by the public agencies and how your organisations can interact with these agencies. They will also gain an understanding of how these structures may be utilised by the organisation.

Crisis communication is an often underplayed but critical expectation from any professionally managed organisation, even more so in a situation of Crisis, Disaster or Business Continuity. The prime focus of Crisis Communications and Disaster Notification is to ensure preservation of company reputation, in addition to safety of human and other assets. A well-planned, rehearsed and executed communications strategy is key to effective and professional management of an incident. In fact, a sound and effective crisis communications and media handling strategy is equally important (if not more important) than managing the crisis itself.

The Continuity and Resilience (CORE) workshops have been attended by over 5000 professionals in the area of Banking, Insurance, Mutual Funds, Asset Management, BPO, Call Centers, Information Technology (IT), Telecommunications, Manufacturing, Utilities, Logistics, Airlines and Civil Aviation, Hospitals, Universities, Real Estate Developers and Shopping Malls, Pharmaceuticals and high-end Research facilities.



Takeways

The objective of this Training would be that the participants:

- 1) Understand their roles in a Crisis Situation
- 2) Manage Crisis Situations
- 3) Understand the criticality of Emergency Response
- 4) Understand the nuances of Crisis Communication
- 5) Understand the art of Media Handling
- 6) Understand Reputation Management

Who Should Attend

This workshop is for senior management and committed professionals who would be seeking to appreciate principles of effective crisis communications and media management.

Faculty

- Mr. Dhiraj Lal
- Maj(Retd) Mukul Deva

Programme Director

Karn Bhatia, kbhatia@tata.com, Direct # 91-20-66091095 Mobile 9225508504

Duration:

2 Days
October 14 - 15, 2011

Programme Fees:

INR 38,000 (Thirty eight thousand) per participant and taxes as applicable Fee includes course fee, cost of instructional material/programme kit, food & accommodation for the participants.

Inspiring and Executing Innovation

Overview

In a globalized economy, customers are demanding more value, shareholders are seeking better returns on investment, suppliers and channel partners are seeking to minimize risk and maximize turnaround times, while employees are looking for challenging assignments and learning experiences. Senior managers across organizations are invigorating their business plans by developing new products, processes, services and business models.

Innovation as a process, which was earlier visible only in the big companies serving high end markets, has now become a basic necessity in every company and in all parts of their value chain.

Objectives

The objective of this program is to expose participants to a suite of tools and methodologies in order to help them overcome internal and external barriers to innovation. After the program, participants would be able to generate and implement ideas that are both innovative and practical.

Methodology

The program would be essentially based on experiential exercises and discussions.

Program Highlights

The program will familiarize participants to key concepts in the management of the innovations. The program will:

- Introduce models and types of innovations.
- Provide tools and techniques that promotes creativity and innovation.
- Introduce a method that combines creativity with structured and predictable processes.
- Illustrate successful thinking patterns that lead to inventive thinking Provide an interactive experience to ensure groups work together in a focused way.
- Describe innovation failures under different contexts through experience sharing sessions.



Faculty

Dr. Rajiv Narvekar, Senior Practice Consultant at TMTC,

Mr. Milind Pandit, Senior Practice Consultant at TMTC

Mr. Erez Tsalik, Senior Facilitator, Systematic Inventive Thinking, Israel

Who Should Attend

This program will be useful for:

1. Senior line managers,
2. Product managers,
3. Marketing managers,
4. Strategy executives and other executives who have a team working for them to drive business growth.

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Milind Pandit, mpandit@tata.com, Direct # 66091088 Mobile : 9225508500

Duration:

3 Days
October 18 - 20, 2011

Programme Fees:

INR 45,000/- (Forty Five Thousand) per participant plus applicable taxes. This is a residential programme and fee includes course fee, cost of institutional material/ programme kit, food and accommodation for participants.

Leadership Competencies Based Assessment Center Workshop

Programme Overview:

In this era of competing through competence, many organizations have realized that competence has to be managed strategically. Organizations are using structured competency frameworks to make a range of decisions about their executives. Competency based Assessment help organizations identify and develop these competent people and have thus become the need of the day. While a variety of tools are available to assess employee potential, one tool that is quite objective with a high predictive value and appeals to the human logic is Assessment / Development Centers depending upon the application focus. Organizations that wish to introduce competency based assessments for selections, development, training, performance management or rewards, this workshop would provide the participants absolute clarity on "How" to implement a Competency Based Assessments through assessment centers.

Workshop Deliverables:

1. The Workshop will enable participants understand:
 - a. What is an assessment Centre?
 - b. Why have an assessment Centre?
 - c. What are competencies?
 - d. Application of Assessment Centers
2. The workshop will equip the participants with
 - a. Designing an assessment centre.
 - b. Creating an assessment centre assignments/ exercises.
 - c. Understanding and Identifying assessment tools
 - d. Training of assessor
 - e. Organizing assessment Centre
 - f. Assessing Competencies (Observing, recording, classifying)
 - g. Output of assessment centre and Writing Reports
 - h. Competency Based Feedback
3. The workshop will help participants understand the next steps after assessment Centers.



Methodology

This is a workshop where participants will experience the complete process of designing, developing and running an assessment center. The nature of workshop being intensive and experiential, the no of participants will be limited.

Who Should Attend:

The workshop is primarily intended to benefit managers mainly from organizations who are planning to or are in the process of developing competency-based Human Resource systems. This would include managers from Human Resources as well as Line Managers

Faculty

The facilitators would be a mix of Assessment Center Consultants and Practitioners who have been running Assessment Centers in their organizations.

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Dr. Gayatri Phadke, gphadke@tata.com, Mobile: 92253 67796

Duration:

3 Days
November 14 - 16, 2011

Programme Fees:

INR 30,000 (Thirty thousand) per participant and taxes as applicable Fee includes course fee, cost of instructional material/programme kit, food & accommodation for the participants.

Finance for Non-Finance Managers

Objective of the programme:

For success today – understanding finance and its application is important for the bottomline for any business. The aim is to generate good revenues, control costs and expenditure, moderate and wisely invest in capital expenditure – all leading – good profits and profitability. Owners / Managers / executives / at all levels take decisions that have an implication on the financial position of the company.

At the end of the workshop participants will be able to

- Understand financial aspects of business & principles of good financial management
- Read and understand basic financial statements and how they are prepared
- Evaluate financial performance of business
- Evaluate cash flow and funds flow
- Make informed decisions on capital investments
- Calculate and plan for breakeven of business
- Manage working capital better
- Understand basics costing and pricing



Contents of the program:

Understanding the importance of financial management and the contribution of all departments / managers – integrating the finance function in all aspects – the role of the finance department / function.

Understanding Basic business model and the role of money, expectations of various stakeholders in the business, importance of financial information – financial MIS and its need, introduction to the concepts of finance and accounting. Understanding concepts of good financial management.

Basic financial statements, Reading and understanding of – the Balance Sheet and Profit & Loss Statement – how these statements are evolved, how to interpret these statements – understand the various details including depreciation. Study of the Balance Sheet of one company could be done.

Ratio analysis, Break-even analysis, Leverage analysis, marginal costing and its importance, introduction to activity based costing, building forecasts and future financial statements

Understanding time value of money, Analysis of investment decisions using tools like Net Present Value, Internal Rate of Return, payback, etc.

Understanding sources of money – equity and debt, different types of debt instruments, advantages and disadvantages, capital structure and cost of capital.

Understanding the importance of Cash Flow and Budgeting, Working Capital Management and its importance, debtor / inventory / cash management creditor management, and EVA.

The concepts would also be useful for personal financial management and planning

Faculty Shirish Bagewadi

Programme Director Karn Bhatia, Practice Consultant,
kbhatia@tata.com, Direct # 91-20-66091095 Mobile 9225508504

Duration:

3 Days
January 23 - 25, 2012

Programme Fees:

INR 32,000 (Thirty Two thousand) per participant and taxes as applicable
Fee includes course fee, cost of instructional material/programme kit, food & accommodation for the participants.

Managing the Theory Of Constraints Way (ManTOC)

Introduction

There are some companies that are implementing Theory of Constraints (TOC) based solutions. Some are implementing specific solutions while others are pursuing Viable Vision programmes. Most companies use specialist external TOC consultants during their implementation projects. These projects are time bound and on achieving the goals the external consultants move onto other assignments. It is important for an organization to create a team of internal experts to continue and sustain the TOC journey.

As more companies embark on TOC projects, the community of external and internal TOC consultants would need to grow and increase the capacity and team strength. To address the needs of companies and consultants, Goldratt School and TMTC bring an intensive programme - Managing the Theory of Constraints Way (ManTOC).



Programme Overview

This 9 month programme aims at developing people's ability to facilitate the delivery of real results with TOC through focused improvement projects that will make an impact on the bottom line. The objective is to develop deep TOC understanding and a real time business application that can potentially deliver improvements and financial benefits.

Over the duration of the programme, the participants shall work on bringing tangible improvements in their areas of responsibility and undertake assessment to be declared as a certified TOC practitioner. As a TOC practitioner, they will be able to deliver all the general TOC education that would be required to facilitate implementation of improvement projects with relevant material supplied by Goldratt Schools.

Programme Outcomes

After the completion of the programme, the participant

- Would be a certified TOC facilitator that can guide other improvement projects in the organization.
- Would have the complete toolkit that will enable effective TOC implementation in the organization.
- Would be recognized by Goldratt Schools (GS) and Theory of Constraints International Certification Organization (TOCICO) as implementer of TOC.
- Would have guided an improvement initiatives that would bring benefits to the performance of the participant's function. In many cases these initiatives have brought bottom line profits that nicely returned the investment in the course fees.

At the end of this programme, the organizations would be on the path of continuous commitment to improve and would also internalize the TOC knowledge at all levels of the organization thus developing strong and sustainable internal capability.

Programme Content

The programme is offered as 5 contact (face to face teaching) sessions over 9 months covering 7 TOC topics. The programme structure comprises of preparatory work (self study of prescribed material), followed by teaching for one week, an individual assignment to apply new knowledge and the appropriate TOCICO assessment as per the scheduled dates. The broad contents are:

Topics	Dates		Faculty
TOC Fundamentals & TP	Week 1	Aug 29 - Sept 2 (Mon - Fri)	Oded Cohen, Israel
	Off Day - 3rd Sept (Sat)		
Thinking Tools & Throughput Thinking	Week 2	Sept 4 - 8 (Sun - Thu)	Alejandro Fernandez, Columbia
Project Management	Week 3	Nov 21 - 25 (Mon - Fri)	Oded Cohen, Israel
	Off Day - 26th Nov (Sat)		
Make to Order Production	Week 4	Nov 27 - Dec 1 (Sun - Thu)	Philip Viljoen, South Africa
Supply Chain	Week 5	Jan 16 - 20 (Mon - Fri)	Dr. Roy Stratton, UK
	Off Day - 21st Jan (Sat)		
Managing People	Week 6	Jan 22 - 26 (Sun - Thu)	Jelena Fudurko, Russia
Marketing & Sales	Week 7	Mar 5 - 9 (Mon - Fri)	Chandrashekhar, India
	Off Day - 10th Mar (Sat)		
Developing a unique decisive competitive edge	Week 8	Mar 11 - 15 (Sun - Thu)	Philip Viljoen, South Africa
TOCICO Exam & Train the Trainer	Week 9	Apr 30-May 5	GS Faculty members

Improvement Project

Each participant is expected to facilitate a real improvement project using the TOC way. This will reinforce the learning. The objective of each project is to deliver real improvements in the areas under their responsibility. Designing and planning the project is a part of the programme. The decision to carry out the project is up to the participants and their companies.

Recognitions and Assessments

As part of the recognition process, the participants are required to be assessed for Theory of Constraints International Certification Organization (TOCICO) and Goldratt Schools (GS). Upon successful assessment in the TOCICO parameters it leads to recognition as a TOC Practitioner. Upon completion of Week 9 and passing GS assessment it leads to recognition as a TOC Trainer recognized by Goldratt Schools. The Trainer recognition will be given for one of the following TOC topics: Production, Distribution, Project Management or Management Tools (Thinking Processes).

Who should attend

- Selected executives in companies that are implementing TOC solutions or pursuing Viable Vision projects, who have been identified to gain expertise and become recognized TOC experts.
- Consultants from TOC consulting companies that are expanding their teams.
- Individuals who are keen to pursue this as a career
- Academic practitioners who would like to enhance their knowledge on this subject
- Other general consultants who may like to establish this as a line of practice.

Programme Director Karn Bhatia, khatia@tata.com, Direct # 91-20-66091095, Mobile: 9225508504
Niharika Rai, nrain@tata.com, Direct # 91-20-66091027, Mobile: 9225508503

Programme Fee

INR 12,50,000/- (Twelve lakh & Fifty Thousand) plus applicable taxes. In addition, the assessment fee for the 4 recognition assessments would be \$1000.

Kindly contact the Program Directors for dates.

(Please send your nominations to tmtc@tata.com)

Upcoming Programs at TMTC

Sr. No.	Program Name 2011 - 2012	Scheduled Month
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Tata Exclusive @TMTC

1	TMTC – NYU STERN - Long Term Firm Value Creation	Jan-12
2	TMTC - Accenture - Captain to Coach - A Practicum for Senior Tata Leaders	July/Sept/Jan
3	TMTC – TQMS - Corporate Governance - GGS	May/Aug/Jan
4	Learning What is not Taught	Not Scheduled
5	TMTC - Accenture - Coaching: An Action Lab for Tata Leaders	April/July/ Oct/Nov/Jan
6	5th TGCGLS - Corporate Governance - Driving Licence	Oct

Tata Exclusive - Leadership Programs By Invitation

1	10th TGELS Module 1 & 2	May/Sept
2	11th TGELS Module 1 & 2	Nov/Jan
3	14th TGELS	August
4	15th TGELS at UK	October
5	10th TGSLs	Jan-12

Open to ALL

	Gurukul Series	
1	1st HR Gurukul Module 1 & 2	Sept & Nov
2	2nd HR Gurukul Module 1 & 2	Dec & Feb
3	Services Gurukul	July
4	Operations Gurukul	Aug
5	Innovation Gurukul	Sept
6	Finance Gurukul	Sept
7	Marketing Gurukul	Nov
8	Strategy Gurukul	Nov
9	HR for Non HR	Jan
10	Finance for Non Finance Executives	June/Jan
11	Creating Firms that are Loved & Respected	Not Scheduled
12	Creating a Customer Centric Organisation	Not Scheduled

Sr. No.	Program Name 2011 - 2012	Scheduled Month
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13	Designing & Delivering Based Assessment Centre Workshop	Aug
14	First Time Manager	July/Oct
15	First Time Manager of Managers	Nov
16	Strategic HR	Jan - 12
17	Spurring Innovation	Oct

TMTC - Goldratt Alliance Programs

1	Introduction to the Theory of Constraints	Aug/Jan/Mar
2	Managing the Theory of Constraints	Aug/Nov/ Jan/Mar
3	Implementation TOC	Jan

TMTC eDelivered

1	Tata GeMS Plus	Oct/Jan
2	Developing the Finance Edge	Nov
3	Tata GeMS	May/Aug/Sept Nov/Dec/Feb
4	TLPs	Not Scheduled
5	Sales Management	July/Oct

New Programs

1	Business Boot Camp	April
2	Winning Communications for Emerging Leaders	April/Oct
3	Analytics for Driving Marketing Excellence	Not Scheduled
4	Crisis Management/ Business Continuity	Oct
5	Key Account Management	July
6	Business Intelligence	Not Scheduled
7	Retaining the Talent Pool	Not Scheduled
8	Globalization	Not Scheduled
9	R & D Startegy	Sept
10	Case Writing/Teaching Workshop	Not Scheduled
11	Fueling the Enterprizng Spirit	Not Scheduled



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