



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



LEAN OPERATIONS



Programme Director:
Prof. Partha Priya Datta



Programme Dates:
October 09 - 13, 2023



Programme Venue:
MDC, IIM Calcutta

INTRODUCTION

Lean Management is a customer focused improvement strategy for an immediate and effective response to fluctuating customer demands and requirements. It is recognised that the implementation of Lean Operations can lead to substantial improvements and benefits, including waste minimisation, reduced costs, better product flows, improved efficiencies and increased customer and employee satisfaction. Lean techniques can, and have been, used successfully beyond the shop floor. Lean thinking has evolved from the manufacturing environment to be applicable throughout an organisation and industries outside manufacturing.

While Lean is deployed by many organizations, few companies have shown strong improvements. This is evident for manufacturing and service companies with few achieving the full benefits that Lean philosophy claims to bring about.

Based on the principles of Lean Management, this programme demonstrates a synergistic merger of the tools and framework for achieving operational excellence. This programme helps participants apply lean principles throughout the supply chain, integrate suppliers, to be customer oriented, to continuously improve, to reduce wastes and variability and to build a learning organization.

OBJECTIVES

Upon completion of this four and a half day course, you will discover how to lead the implementation of Lean Operations for operational excellence in your organization. The key takeaways are:

- Gaining knowledge of Lean Principles
- Understanding the strategic role of Lean Operations
- Analyzing process flows to find ways to improve operations
- Identifying strategies for increasing throughput, shortening flow time, reducing variability and improving quality while managing risk and uncertainty
- Learning operations risk management throughout the supply chain



PEDAGOGY

Through interactive case discussions and problem solving approaches, the participants will be introduced to the different tools and frameworks of Lean Operations for Operational Excellence.



WHO MAY ATTEND

- Project managers and process owners who want to learn and apply Lean Operations principles and lead a Lean transformation of an individual value stream.
- Professionals across nearly all fields, including manufacturing, communications, health care, education and the military, who are seeking a proven method for dramatically improving their organization's processes.
- Frontline employees who want to be change agents by introducing Lean to their company.
- Professionals at smaller organizations who want to reduce waste.



KEY TOPICS

- Basic Principles of Lean Manufacturing/Toyota Production System and Lean tools
- The Strategic Role of Operations and Defining Operational Excellence
- Business Process Flows Framework and Metrics
- Lean Operations – from frontline to senior management, organisation design, culture and leadership
- Lean Product Development
- Lean Supply – Upstream and Downstream
- Lean Operations and Technology Evolution
- Lean Operations in non-manufacturing sectors
- Lean Audits
- Risk Management – Buffering, uncertainty and variability



PROGRAMME DIRECTOR

Prof. Partha Priya Datta: He is a Professor of Operations Management at IIM Calcutta. Prof. Datta's research centres on performance, strategy and policy issues in manufacturing, operations and supply networks, focusing on SMEs, start-ups as well as larger firms undergoing significant transition driven by the environment. He is particularly interested



in studying the interdependencies that occur across multiple decisions at different levels of manufacturing/service operations and the implications of these interactions for innovation and long-run operational excellence. His work examines sectors such as FMCG, healthcare, advanced technology, defence and aerospace industry, and combines empirical studies with agent-based simulations. He was engaged by the Ministry of Defence, Government of India, as consultant for conducting a study to frame the Aerospace Manufacturing Policy of India. Prior to beginning his academic career Prof. Datta was an engineer in India's leading organisations, where he worked with the project teams to develop new integrated heat treatment and machine shop for Caterpillar excavator undercarriages in Navi Mumbai, develop central workshop unit for eastern India's largest petrochemicals plant and expand zinc rolling facility for India's largest battery manufacturer. Prof. Partha Priya Datta holds a PhD from the UK's Cranfield School of Management, an MBA from the UK's Lancaster University Management School, and B.Tech (Honours) in Mechanical Engineering from IIT Kharagpur. He won the prestigious James Cooper Memorial Cup in 2007 from the Chartered Institute of Logistics and Transport, UK for best PhD thesis in logistics and supply chain management. Professor Datta is a British Chevening Rolls Royce Research, Science, and Innovation Leadership Fellow.



PROGRAMME DETAILS

- **Duration:** October 09 - 13, 2023
- **Programme Commencement:** 9:00 AM on October 09, 2023
- **Programme Conclusion:** 2:00 PM on October 13, 2023
- **Venue:** Management Development Centre (MDC), IIM C Campus
- **Accommodation:** For Residential participants
 - **Check in:** October 08, 2023 (6:00 pm onward)
 - **Check out:** October 13, 2023 (2:00 pm)

PROGRAMME FEES

- **Residential (R):** ₹ 125,000/- plus taxes and surcharges as applicable.
- **Non-Residential (NR):** ₹ 115,000/- plus taxes and surcharges as applicable.

We would strongly encourage candidates to enroll as Residential participants, as the experience of an MDP is optimized in a full-immersion mode.

Discount on Programme fees:

A discount of 10% on the Programme fees can be availed by an organization if it nominates at least 4 participants for a particular MDP.

TERMS & CONDITIONS

- Participants would have to make their own travel arrangements.
- Accommodation at IIM C will be provided till 2.00 p.m. on the last day of the Programme. Participants staying beyond this time will have to bear additional stay and food charges, which they have to settle directly with the hospitality service provider, conditional upon room availability.
- Cancellation Policy: In case you/your nominated candidate(s) does(do) not attend the programme, 40% of the programme fees will be retained, as per policy.
- Executive Education Alumni: With effect from April 1, 2017, participants of IIM Calcutta's 'Open' MDPs who attend 20 days of learning through two or more Open MDPs will be eligible to apply for 'Executive Education Alumni of IIM Calcutta' status.



HOW TO APPLY

- You can apply/nominate your personnel by clicking on the “Apply Now” link corresponding to the particular MDP, as appearing on our online calendar available at: <https://iimcal.ac.in/mdp/mdp-calendar>
- Once the candidature(s) is (are) approved, the sponsoring authority or participant (in case of self-nomination) will be intimated over email along with the Payment Advice seeking programme fees in advance.
- Programme fees can be remitted online through Electronic Fund Transfer (NEFT/RTGS).
- Upon remitting the fees online, kindly intimate CMDP office with the UTRNo./relevant transaction details through email, so that we can connect your remittance to your nomination(s). Please note that confirmation of participation is subject to receipt of Programme fees by CMDP Office before commencement of the MDP.

IIM CALCUTTA’S ACCREDITATIONS AND RANKINGS

- Triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) and EQUIS.
- IIM Calcutta is the only B school in India to be a member of CEMS, a global alliance of leading business schools, multinational companies and NGOs
- IIM Calcutta has been ranked 2nd in India and 59th globally in ‘Open-enrolment Programmes’ category in the Financial Times Executive Education Ranking 2022. The Institute has secured 76th rank in Financial Times Global MBA Ranking 2023 and 1st in BT-MDRA Best B-School Survey 2022



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For all other details on administrative matters please refer to the ‘Guidelines for Participants’ on our website or e-mail to program_mdp@iimcal.ac.in