The manufacturing sector in India will grow as the talent base, infused with vision, leadership and manufacturing know-how, increases in the country. India needs more people with know-how to identify market opportunities, and pursue them to build the right products and manufacturing capabilities. Therefore, the challenge is to comprehend manufacturing at two levels – micro and macro. The micro level includes design and management of the factory and people. And the macro level involves design and management across the entire value chain.

**PROGRAMME OVERVIEW**

The Management Programme in Manufacturing and Operations is created to meet the increasing need for techno-business managers for the manufacturing sector. This will help organisations create future leaders in this sector, which will make India the next manufacturing super power. The course consists of General Management concepts, along with in-depth understanding of the core subjects in Manufacturing, Operations Excellence and Supply Chain Management. The key focus areas of the course are:

- Innovation and entrepreneurship in the manufacturing sector
- Enabling leadership to move the entire sector to the next level of productivity, profitability, and quality
- Training current organisations to achieve operational and supply chain excellence

**Benefits for candidates:**

- World-class faculty
- Relevant case studies to learn practical aspects
- Built-in project work as a part of the curriculum
- Peer learning from experienced batchmates
- Great learning environment
- Exposure to research projects underway at ISB

**Benefits for companies:**

- Classroom learning comes back as a part of special projects
- Great way to reward employees
- Prepares a channel for growth, from high achievers to senior leadership
- Good brand building among current and prospective employees

**BENEFITS OF THE PROGRAMME (MPMO)**

- Understanding the management perspective in general
- Live capstone project with the industry: Unique pedagogy of consulting practicum
- Industry visits/talks to understand best practices
- Implementing concepts learnt on the job
- A combination of ISB faculty, visiting faculty and global faculty
- Global best practices
- Prepares you to take up future leadership roles

**PARTICIPANT PROFILE**

- Typically, participants will be from the mid-management level, working in the following areas: Production/

“...I have been learning a lot! Interacting with my batchmates is awesome, and the diverse backgrounds help in generating lots of excellent ideas.”

Shrimayi Kumar  
Class of 2017  
Manager, Akul Industries Pvt. Ltd.

Logistics/Quality/Supply Chain/IT/Procurement/Strategy/Consulting/all aspects of Supply Chain Management/Brand and Product/Customer Service

- Entrepreneurs and owners of small businesses who want to learn scientific principles of management applicable in the manufacturing sector
- Those who need to gain familiarity with various management tools/methods that can be applied for greater business impact
- Those who want to understand and communicate the ‘business side’ of the manufacturing sector story
- Those who want to get a promotion/understand business needs/get into projects creating an impact on P&L/handle large teams/personal leadership/want to change the myth that manufacturing personnel and other line managers working in the sector cannot be business heads/CEOs
- Product design and development/business development
“As the Indian economy surges forward, the manufacturing sector increasingly takes the centre stage. A strong and vibrant manufacturing base is a prerequisite for India’s growth, as we overcome global and local challenges. The Munjal Institute for Global Manufacturing will play a significant role in taking India’s manufacturing to the next level, through research insights and education. Indian manufacturers have an advantage when adapting to the dynamic and ever-changing needs of consumers, because of design thinking, digitalisation, artificial intelligence, Internet of things, and strong information technology services in the country. With the Government’s ambitious plans of making India a global manufacturing hub, ISB’s Management Programme in Manufacturing and Operations will develop a network of leaders in the manufacturing and supply chain space, to lead modernisation, business transformation and enhanced performance.”

Rajendra Srivastava
Dean and Novartis Professor of Marketing Strategy and Innovation, Indian School of Business
<table>
<thead>
<tr>
<th>S. No</th>
<th>Course</th>
<th>Duration</th>
<th>Faculty for Class of 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Finance</td>
<td>10 hours</td>
<td>Mubeen Rafat</td>
</tr>
<tr>
<td>2</td>
<td>Economics</td>
<td>10 hours</td>
<td>Sisir Debnath</td>
</tr>
<tr>
<td>3</td>
<td>System Optimisation</td>
<td>10 hours</td>
<td>Tarun Jain</td>
</tr>
</tbody>
</table>

Event: Inaugural with Speakers Session
Statistics for Managers (Online, after Residency 1) 20 hours Subodha Kumar

<table>
<thead>
<tr>
<th>Residency 2 – Mohali ( Jul 20-25, 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Marketing 10 hours Siddharth Singh</td>
</tr>
<tr>
<td>2 Operations Management Fundamentals 10 hours Sridhar Seshadri</td>
</tr>
<tr>
<td>3 System Optimisation 10 hours Sumit Kunnumkal</td>
</tr>
</tbody>
</table>

Event: Round Table

<table>
<thead>
<tr>
<th>Residency 3 – Mohali (Sept 21-26, 2017 )</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Manufacturing Planning &amp; Control 10 hours Sridhar Seshadri</td>
</tr>
<tr>
<td>2 Innovation &amp; Product Design 10 hours Jayanto Chatterjee</td>
</tr>
<tr>
<td>3 Quality Management 10 hours Narinder Singh</td>
</tr>
<tr>
<td>4 Change Management 10 hours Ram Narayan S.</td>
</tr>
</tbody>
</table>

Event: Factory Visit

<table>
<thead>
<tr>
<th>Residency 4 – Hyderabad (Nov 16-21, 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Logistics and Supply Chain Management 20 hours Usha Mohan</td>
</tr>
<tr>
<td>2 Innovation &amp; Product Design 10 hours Jayanto Chatterjee</td>
</tr>
<tr>
<td>3 Managing Teams 10 hours Lalitha M.</td>
</tr>
<tr>
<td>4 Supply Chain Analytics (Online, after Residency 4) 20 hours Guo Ming Lai</td>
</tr>
</tbody>
</table>

Event: Round Table in Hyderabad

<table>
<thead>
<tr>
<th>Residency 5 – Mohali (Feb 21-27, 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Strategic Procurement 20 hours Aadhar Chaturvedi</td>
</tr>
<tr>
<td>2 Integrating with the IT System 10 hours Ramnath Chellappa</td>
</tr>
<tr>
<td>3 Manufacturing Planning &amp; Control 10 hours Sridhar Seshadri</td>
</tr>
</tbody>
</table>

Event: Plant Visit to Hero, Gurugram

<table>
<thead>
<tr>
<th>Residency 6 – Mohali (April 19-24, 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Negotiation 20 hours Dishan Kamdar</td>
</tr>
<tr>
<td>2 Strategic Management of Operations 20 hours Glen Schmidt</td>
</tr>
</tbody>
</table>

Event: Guest Speaker

Valedictory Day – Mohali (Jun 4-6, 2018)
“With a mandate to improve manufacturing in India, the Munjal Institute for Global Manufacturing strives to create an impact through education, research and outreach. The Management Programme in Manufacturing and Operations (MPMO) has been specifically designed to address the needs of middle and senior managers, and the national aspiration to meet the high expectations set by the ‘Make in India’ initiative. The curriculum of this programme is an appropriate mix of core principles relevant to the manufacturing industry and modern global trends, which will help participants gain superior knowledge, and create value. I am confident that the MPMO will contribute to the emergence of future leaders and visionaries in the manufacturing sector in India.”

Pradeep Singh
CEO, Mohali Campus and Deputy Dean,
Indian School of Business

MODULES
• General Management – 1
• General Management – 2
• Operations Management Fundamentals
• Macro and Micro-economic Factors
• System Analysis and Optimisation of Operations
• Statistics for Managers
• Introduction to Supply Chain Analytics
• Quality Management and Lean Production
• Manufacturing Planning and Control
• Logistics and Supply Chain Management
• Strategic Procurement and Negotiation
• Operations Consulting
• Product Design and Innovation
• ERP-IT System Integration
• Strategic Management of Operations
• Consulting Practicum – 1 & 2

ELIGIBILITY
To be eligible to apply for the programme, the following criteria need to be fulfilled:

Bachelor’s Degree: The applicant should have a Bachelor’s Degree in Engineering/Technology.

Work Experience: The applicant should possess a minimum of 3 years of full-time work experience as on the date of submitting the application. Freshers with exceptional academic record may be considered.

Notes:
• Letter of Consent from current employer is required for the candidate to pursue the programme. This can be submitted either during the application process or once admission has been secured
• Online test exemption: GMAT/ GRE/CAT scores can also be considered as per the cut-offs decided by the academic team (for online test exemption): CAT – 92 percentile, GMAT – 650, GRE – 300. Score validity: 3 years prior to the application deadline

ACADEMIC BOARD
• Ashok K. Mittal, Faculty Director – MPMO, President of Quality Circle Forum of India, and retired professor from the Industrial and Management Engineering Department at the Indian Institute of Technology, Kanpur
• Sumit Kunnumkal, Associate Professor of Operations Management, Munjal Institute, ISB
• Sridhar Seshadri, Professor of Operations Management, ISB
• Milind Sohoni, Associate Professor of Operations Management, ISB

PROGRAMME FEE
The fee for the programme is INR 9,50,000 excluding service tax. The fee covers the following:
• Admission
• Tuition
• Course material
• Accommodation and food during days of classes

Participants will have to bear the travel costs to attend classes and will have to procure their own laptops for the programme. The fee for the APICS module is extra.

For further details on the programme, please call us on +91 98116 99787 or e-mail mpmo@isb.edu

INDUSTRY ADVISORY COUNCIL
Leading organisations from the industry

FACULTY (Class of 2017)
Leading ISB faculty, global faculty and industry practitioners.

PEDAGOGY
• Pre-course reading material
• Programme delivery
• Assessment
• Industry speakers/visits
• Simulations
• Action learning/capstone projects
• Academic rigor
“The manufacturing sector in India is poised for expansion and growth, and is extremely vital for the country’s economic progress. The sector needs young professionals and entrepreneurs contributing to and partnering for the nation’s growth story. The challenge is to create techno-managers with a value-creation mindset, going beyond production and shop-floor. It entails touching upon various aspects of the value chain, like understanding customer needs, product design, production, supply chain, and delivery of products and services. Being a highly employment-focussed sector, it needs to make the best use of intrinsic resources, focus on productivity and build an attractive choice for the younger generation.”

Adi Godrej
Chairman, Godrej Group

---

INDUSTRIAL VISIT TO GERMANY (OPTIONAL)
As a part of MPMO, ISB has collaborated with Steinbeis University, Berlin, to award an Advanced Certificate in ‘International Manufacturing Management’ through a five-day (40 hours) immersion programme in Germany. This would involve seminars, visits to companies like Dialmer, Rolls Royce and Karcher, and the making of a transfer report.

The programme is purely on a voluntary basis, and interested candidates would be charged an extra 4000 Euros per person (approx.), all inclusive. A minimum quorum of 20 volunteers is mandatory for organising the programme. The dates of the programme are flexible, but are likely to be between April and June 2018.

---

SPONSOR AN EMPLOYEE
The Employer Sponsorship Programme allows a corporate to work along with outstanding employees in grooming them for senior management positions within the company. For employers, it is a chance to finance world-class education for talented employees, while encouraging them to stay and grow with the company.

Employers value what the employees bring back to their organisations, and are willing to sponsor them as they know that the strategies and insights, which their employees learn, will be put to best use at the workplace. The employer’s willingness to sponsor an employee demonstrates their faith in the employee’s future.

However, in order to maintain the high quality of the ISB participant profile, we require all sponsored candidates to meet the admissions requirements and go through the regular admissions process.

BENEFITS OF SPONSORSHIP
There are several benefits of sponsorship for the employer as well as for the employee.

BENEFIT TO EMPLOYERS:
• Retaining and motivating high-performing employees reduces cost of hiring, training and lost productivity during the learning phase of new employee
• Upgrade skills of high-performing employees to enable greater performance in senior roles

---

ADMISSION CALENDAR

<table>
<thead>
<tr>
<th>Round 1</th>
<th></th>
<th>Round 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last date of application: Mar 31, 2017</td>
<td>Online test: Apr 01, 2017</td>
<td>Last date of application: Apr 30, 2017</td>
</tr>
<tr>
<td>Interviews: Apr 02-10, 2017</td>
<td>Results: Apr 13, 2017</td>
<td>Online test: May 01, 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interviews: May 02-05, 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Results: May 07, 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programme Start Date: May 25, 2017</td>
</tr>
</tbody>
</table>

“I was given the opportunity to network with likeminded people from diverse backgrounds. This exchange has helped me build a strong character and excel even further.”

Amirali Chirania
Class of 2017
CEO, Kennel Doggy Articles
“I intended to join this course to understand manufacturing applications and how digital can help in this domain. Everything we learnt from subjects like Change Management, Team Management, Manufacturing, Planning & Control, and Supply Chain, has laid a great foundation for us to make a successful career in a senior management role, in manufacturing and operations.”

Shree Harsha Krishna  
Class of 2017  
Business Consulting Director, Dassault Systèmes