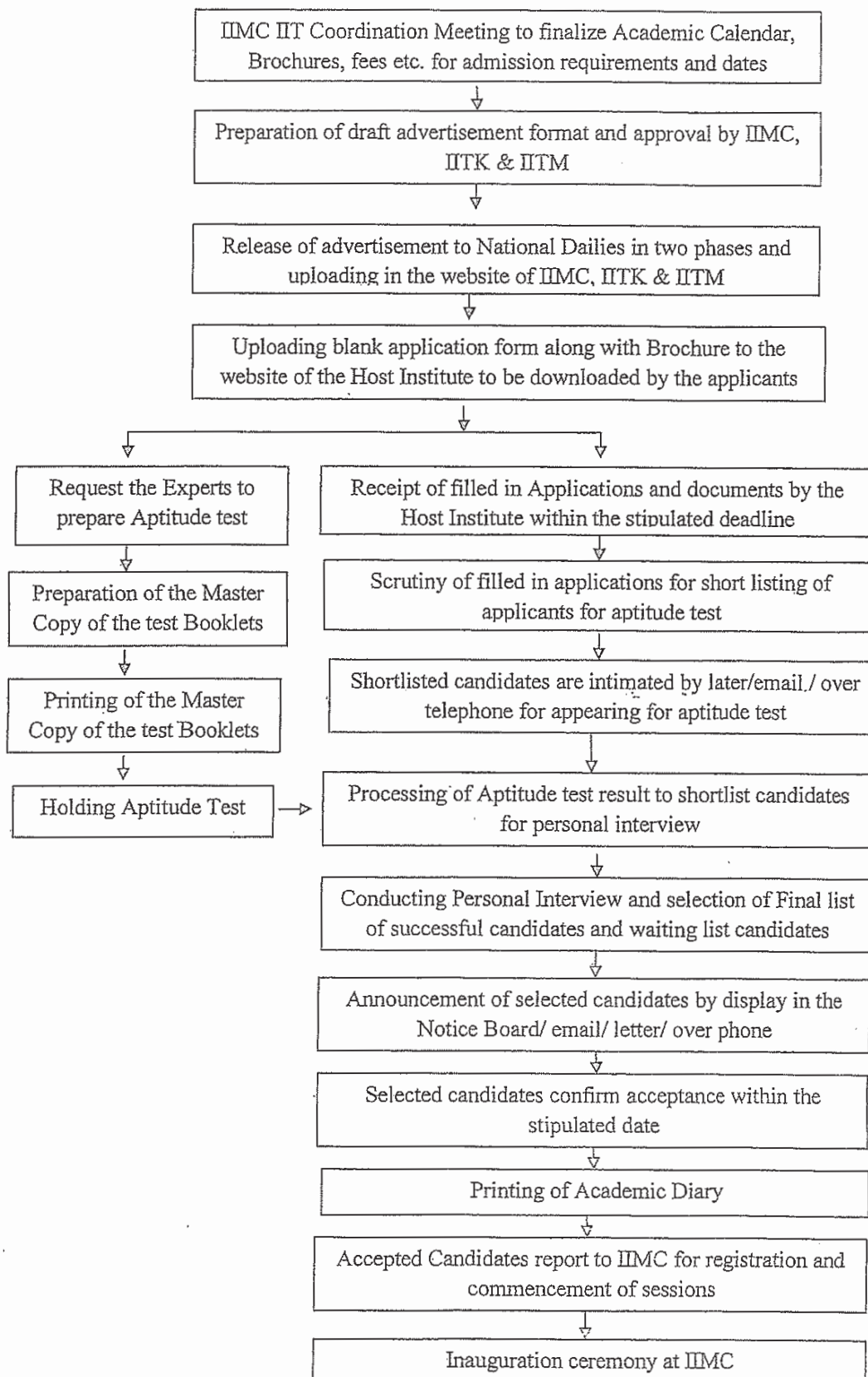
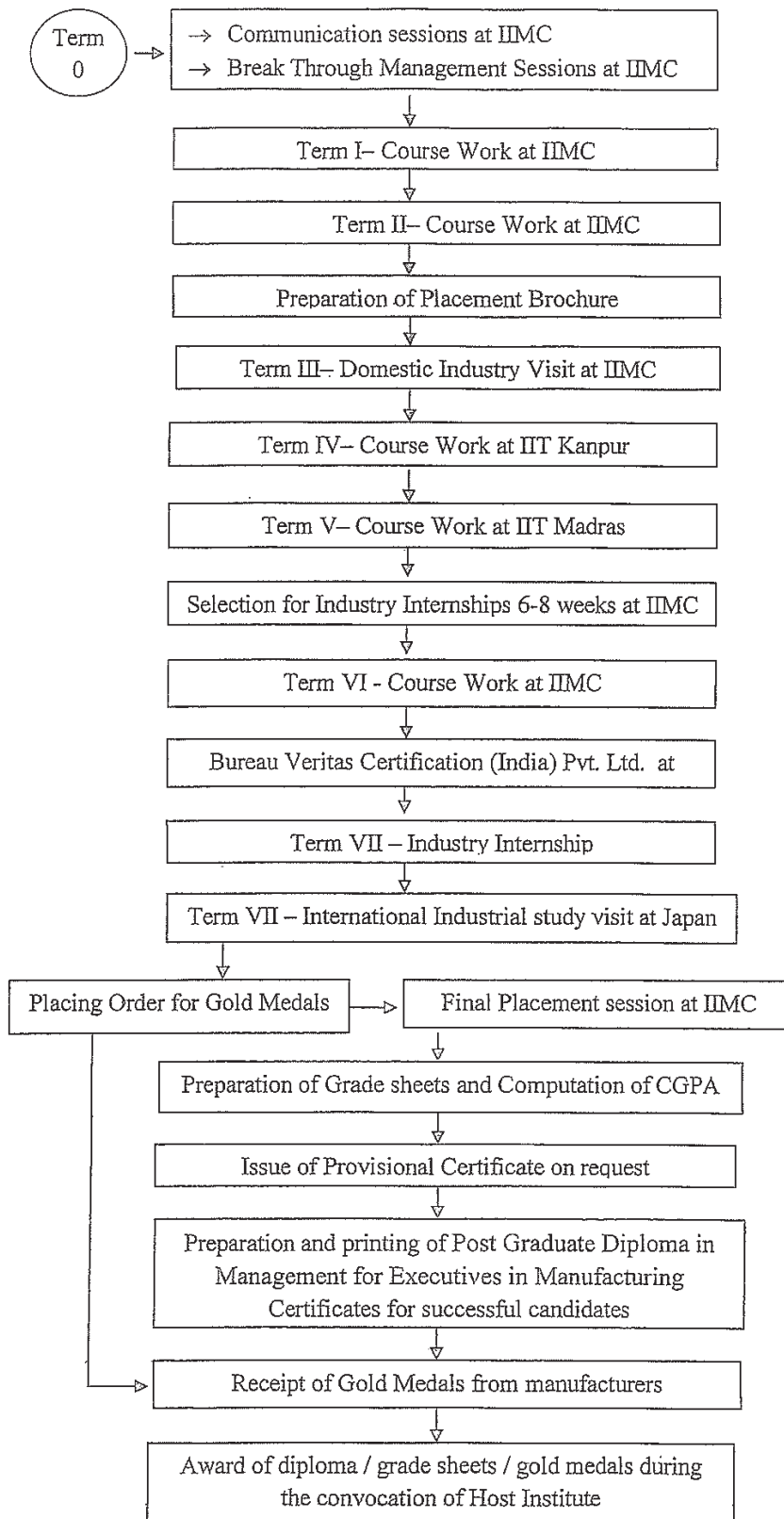


### Opportunity B Program Activities FLOW CHART



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Opportunity B Program Activities FLOW CHART

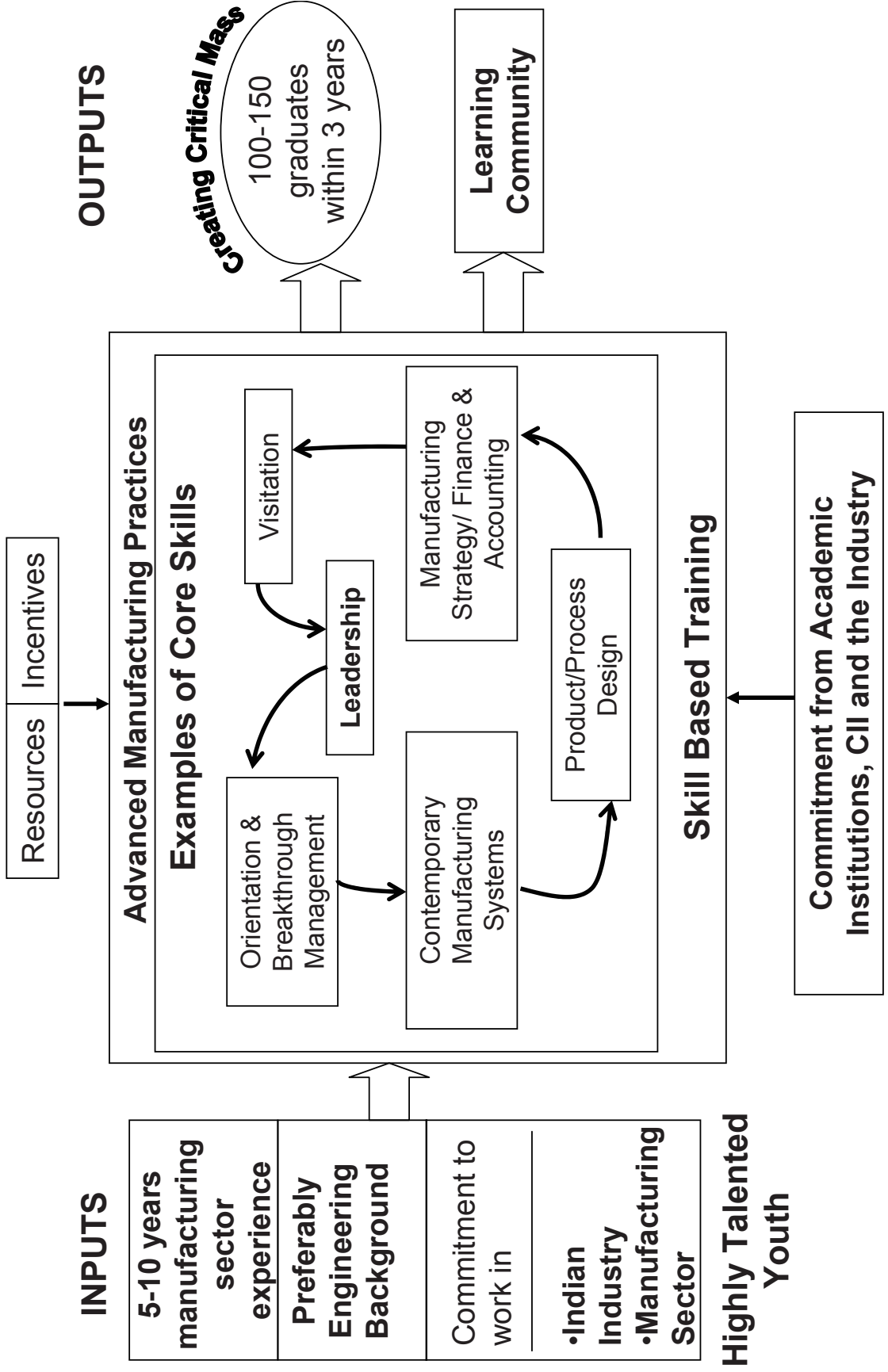


# Original Framework of VLFM Programme – Opportunity A, B and C

# Opportunities in VLFM Program

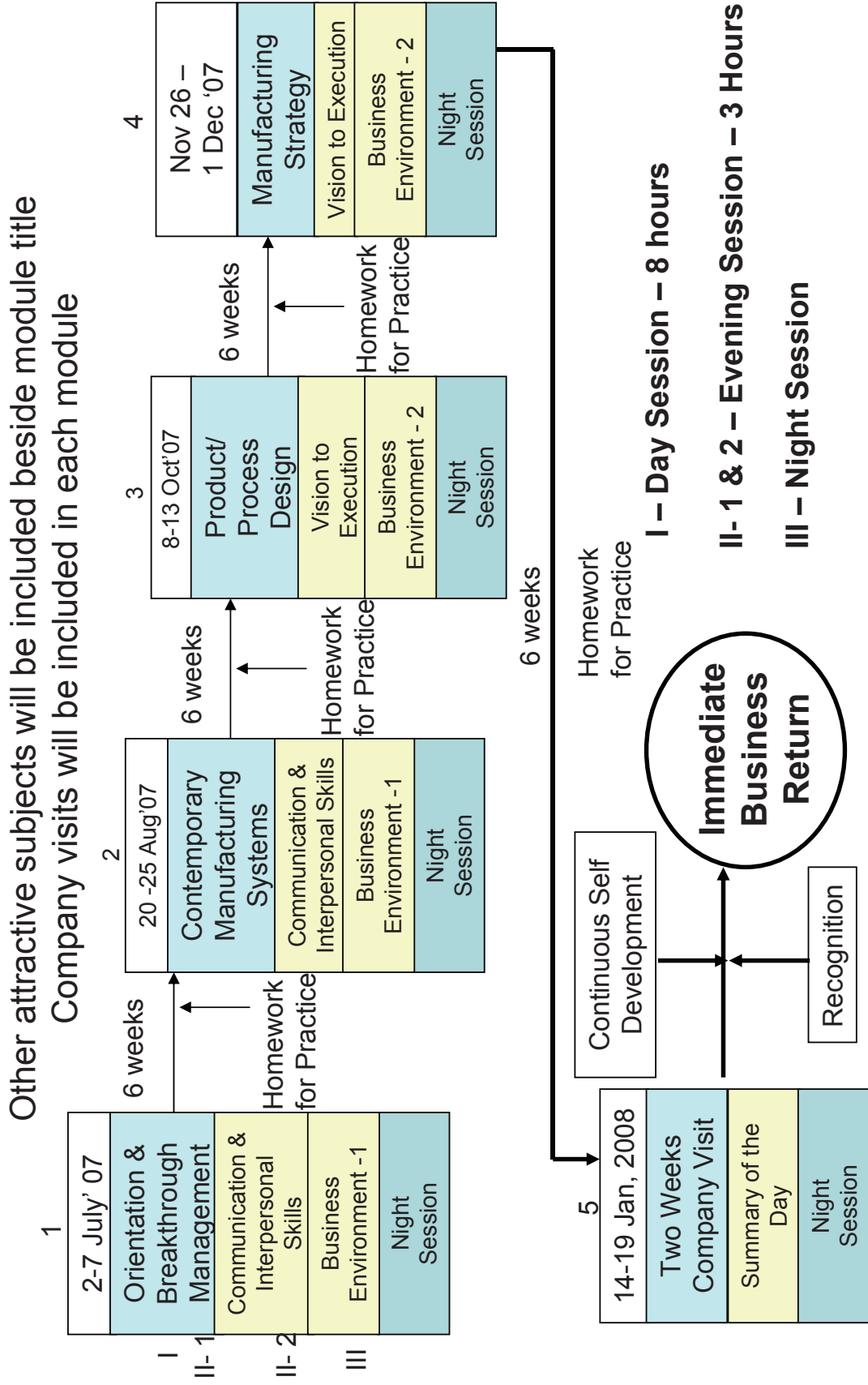
Type	Objective	Target Customer	Process
A	To develop <u>senior managers</u> to practice contemporary manufacturing practices through skill based training methodology for immediate implementation	<u>Senior managers</u> from <u>Middle / Small sized companies</u> having a <u>minimum 5-10 year work experience</u> in manufacturing.	A <u>five module course</u> of one <u>week</u> each that focuses on contemporary manufacturing practices through a skill based <u>learning methodology</u> supported by industry visits and diagnosis.
B	To develop <u>next generation</u> of manufacturing leaders through a structured one year full time residential academic course that teach intellectual assets of manufacturing.	<u>Junior &amp; Middle managers</u> from <u>Large / Medium sized companies</u> having a <u>minimum 5 year experience</u> in manufacturing.	A <u>one year residential</u> program, having <u>structured pedagogical approach</u> of lecture & case discussions supported by academic institute environment.
C	<u>Transformation of the top managers</u> to develop capability to see the <u>present</u> from a <u>clear future perspective</u> of their business	<u>Top managers</u> from <u>Large / Medium sized companies</u> having a <u>minimum 15 - 25 years</u> of work experience in manufacturing	A <u>four day program</u> at an <u>outside location</u> where an <u>individual connects with his / her inner self</u> through <u>mutual group learning</u> from holistic inputs.
D	To support <u>development of small scale companies</u> through upgradation of manager's skills	<u>Top managers</u> and <u>managers</u> from <u>small scale companies</u>	Will be determined later

# Opportunity A Structure of “Visionary Leaders For Manufacturing” Program



# Opportunity A

## Five Modules of VLFM Program (Year 2007-2008)



## **Opportunity A VLFM Alumni Activity**

- Reunion/Refresher course three months from completion of the course. This activity could be converted into an annual activity.
- Based on requests and interests of the alumni, 1 to 2 weeks Plant Visit could be organized every year for the alumni of the Program
- Online network and lecture for alumni to interact.

# Opportunity A

## Example of Course Content

### Module 1

2-7 July '07	
<b>Orientation and Breakthrough Management (BT)</b>	
1. Orientation	2. BT Management
Course Overview	Overview of BT Management
Ice Break Orientation	Process of Realizing BT
Study Group Building	Leadership for Transforming your Company
Leadership Overview	Perceiving change & creating future direction
Indian Way of Manufacturing	Success Stories of BTM in India

### Module 2

20-25 Aug '07	
<b>Contemporary Manufacturing Systems (CMS)</b>	
1. Overview of CMS	4 Integrating Manufacturing Systems through TQM Practice
2. Creating Pull System	3. Creating Robust Scale Up Systems
Basic Principles and Practice of TPS & JIT	Basic Principle & Practice of TPM
Introduction to implementation of TPS & JIT	Accelerate implementation of TQM
Success Stories of TPS/JIT in India	Success Stories of TPM in India
	Journey towards Deming Prize in Indian Manufacturing
	5. Creating Manufacturing Skills for Employees under Environment of High Attrition Rate

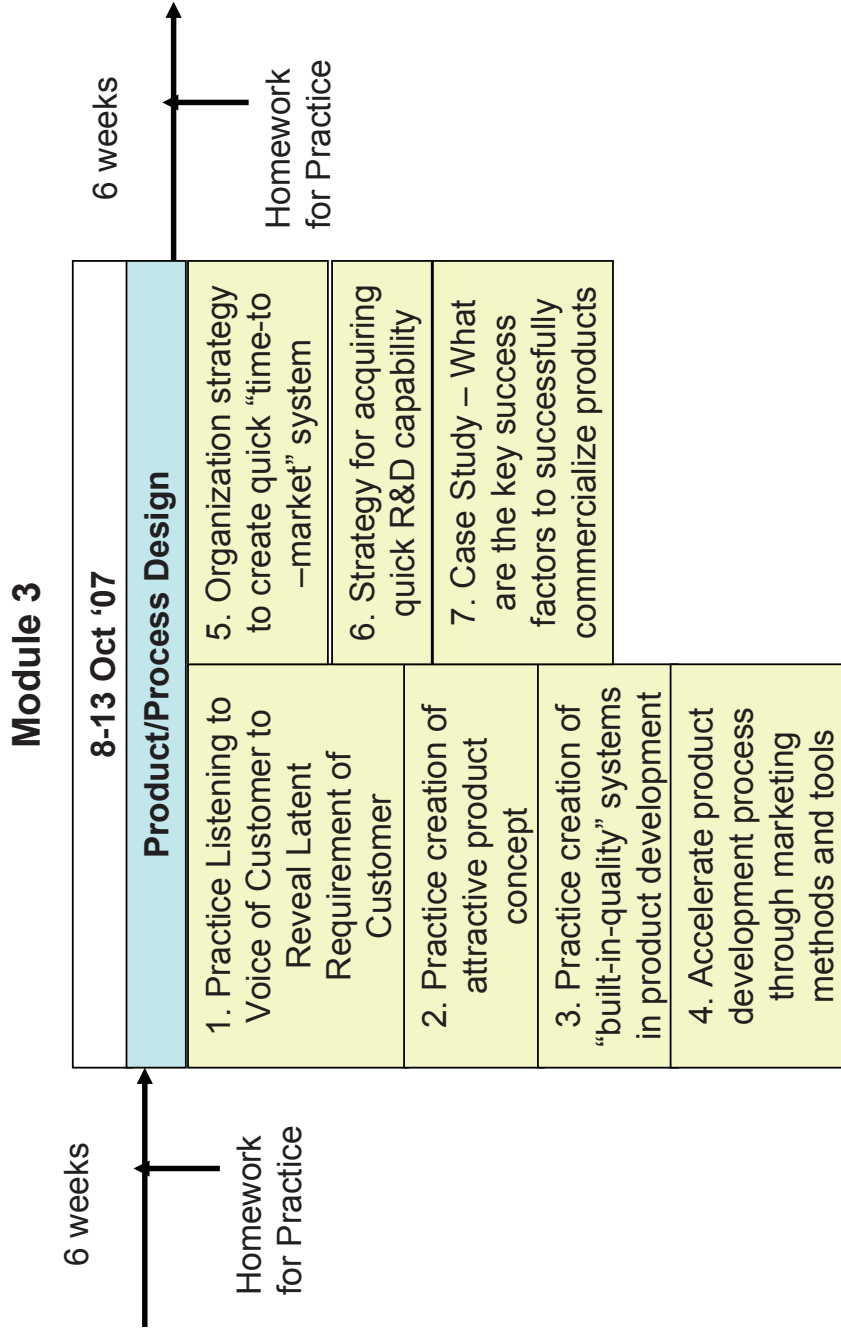
6 weeks

Homework for Practice



# Opportunity A

## Example of Course Content



# Opportunity A

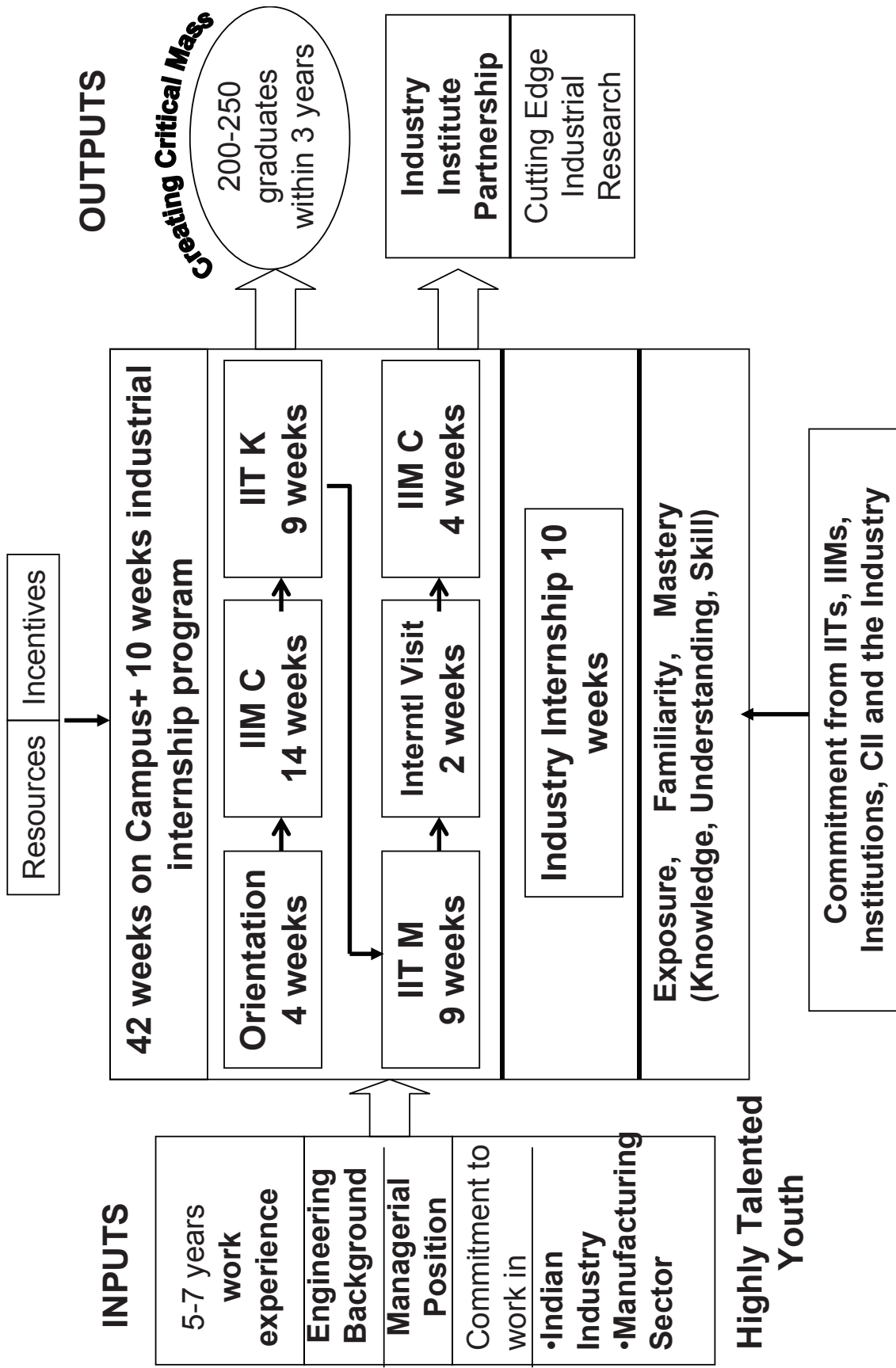
## Example of Course Content

Module 4		Module 5	
Nov 26 – 1 Dec '07		14-19 Jan '07	
<b>Manufacturing Strategy/ Accounting &amp; Finance</b>		<b>Visits to 4 Companies/Factories ( each visit has following 7 Steps)</b>	
1. Manufacturing Strategy	2. Accounting & Finance	1. Preparatory study about company	6. Elaborate action plan for your own company
Practice of Basic Tools for Developing Strategy including Hoshin Management	Practice of Basic Tools of Accounting	2. Focus on expected learning's from the visit	7. Create your unique Indian Way
Strategy for Product/ Business Evolution under competitive environment	Analysis of costs in manufacturing product	3. On-Site Visit	
Strategy for Planning Manufacturing Architecture	Comparison of company performance from financial viewpoint	4. Apply Five Step Discovery Process to see invisible and unknown part of company/ factory	
Strategy for developing Intellectual Property	Evaluation and action plan to improve your company from financial view point	5. Integrate lessons learnt from company/ factory visit	

6 weeks

Homework for Practice

# “Opportunity B” Structure of “Visionary Leaders For Manufacturing” Program



**Opportunity C – Visionary Leaders Transformation  
Camp  
Objective**

**Transformation** of the top managers to  
develop capability to see the present  
from a **clear future perspective** of their  
Manufacturing Business

**Opportunity C**  
**Theme of the Camp for Year 1**

**“Open mind for transformation of  
Manufacturing Business”**

## Opportunity C

### Principles of the Camp

- a. The Camp will have no teachers / instructors (all participants will be teachers and students) but may be supported by a moderator and have invited speakers
- b. No rigid curriculum. Even though the Camp will have a planned agenda, this would be flexible based on the participant's interests
- c. No enforced interventions. But participants get an opportunity for self transformation

## **Opportunity C Agenda for the Camp**

### **I. Case Studies of Transformation**

- a. Case 1 – Industrial Transformation
- b. Case 2 – Societal Transformation
- c. Case 3 – Historical Transformation

Each case will include a presentation by an invited speaker followed by class discussion with speaker and intensive group discussion without speaker

### **II. On-site visit to provide the trigger for individual transformation (One visit)**

Three possible locations for on-site visit

- a. Historical place
- b. Impressive natural environment
- c. Spiritual place

## Opportunity C

### Agenda for the Camp (Contd.....)

III. Unique holistic experience beyond manufacturing where an individual connects with his/her inner self through various activities. It would be an opportunity to see their daily business from a new perspective

Examples of unique experience:

- a. Participate in a Music related activity
- b. Exploration of Fine Art
- c. Self actualization activity
- d. Integration of Mind, Body and Soul through activities such as Tai Chi, Yoga etc.

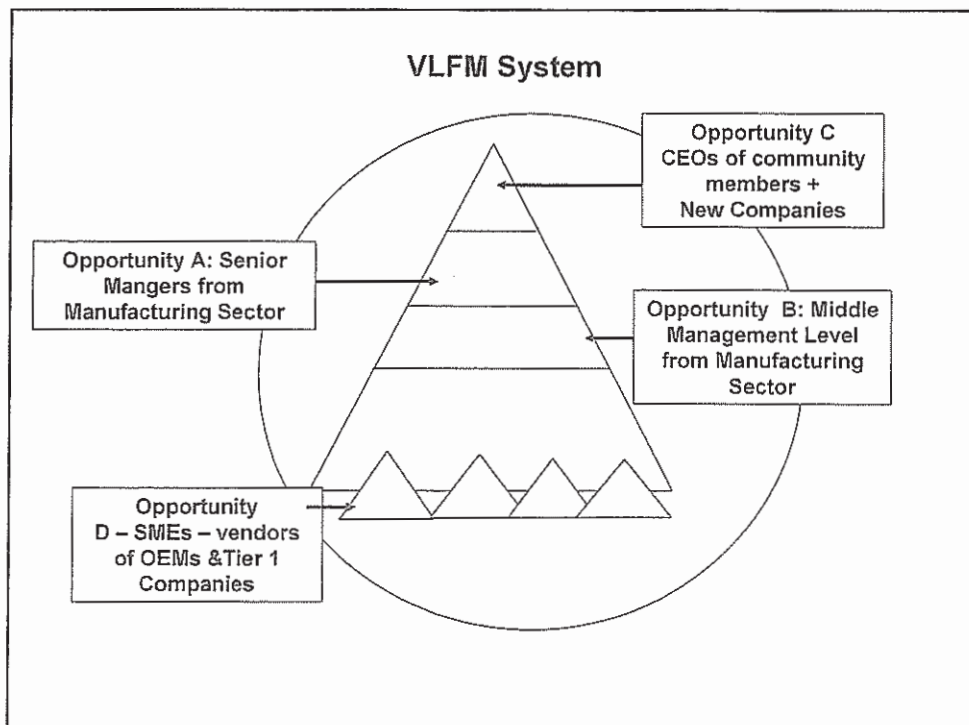
IV. Night Session



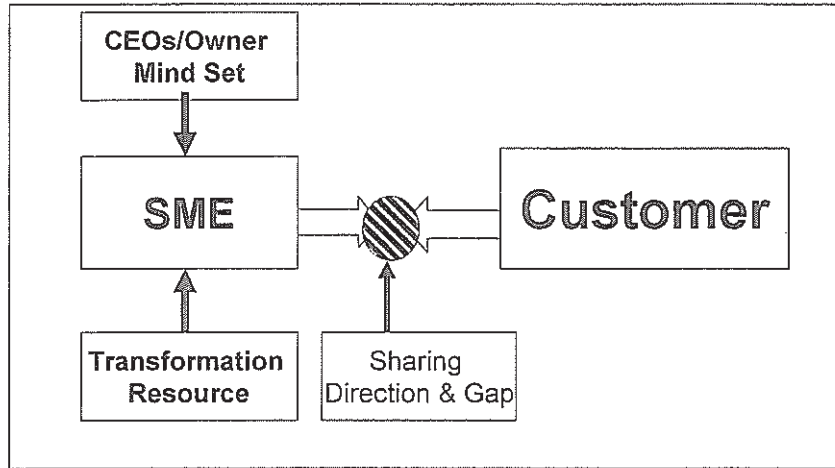
## **Opportunity C Camp Logistics**

- a. 4 Day Camp (Friday – Monday)
- b. Possible date - October 2007
- c. 20-30 participants
- d. Participation by invitation – first offer could be made to the top management of the companies who send participants for Opportunities A and/or B
- e. Participants should be eager to discover one's self

## Framework of VSME Programme

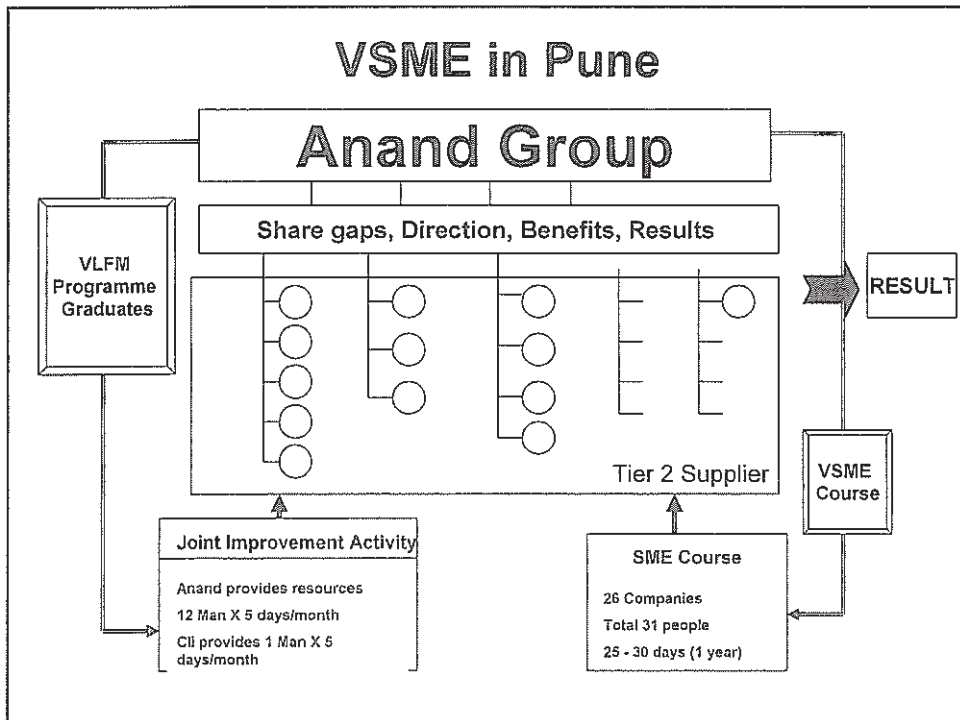


## Key Success factor for SME Development



### Win-Win Relation

## VSME in Pune

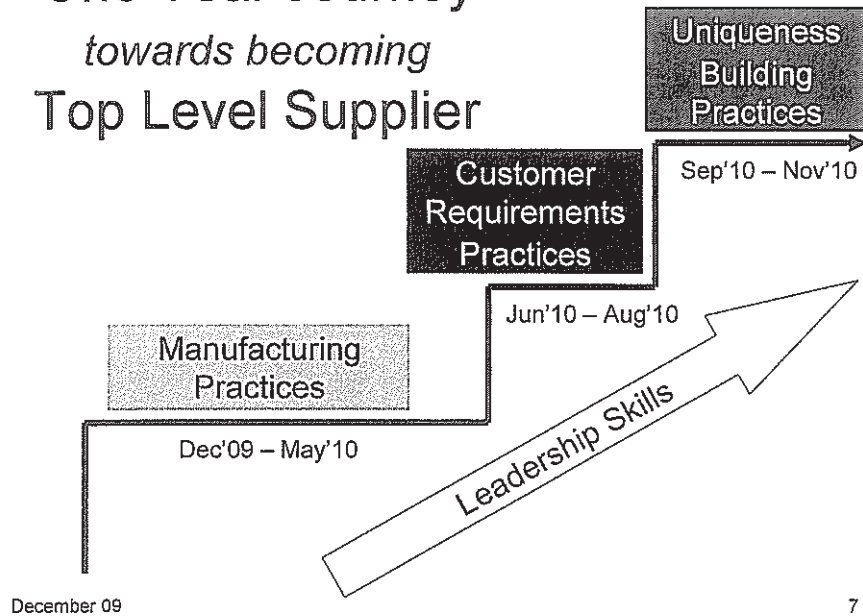




## VSME launch – 1.12.2009 in Pune



# One Year Journey *towards becoming* Top Level Supplier

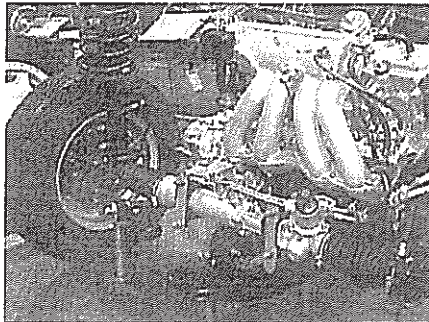




Confederation of Indian Industry



**Visionary Leaders for Manufacturing (VLFM) Programme**  
**Changing Mindsets, Developing Leaders**

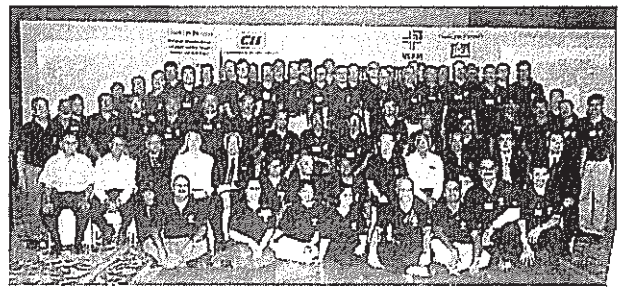


**Call for Nominations**  
**Batch 3: July 2009 to May 2010**

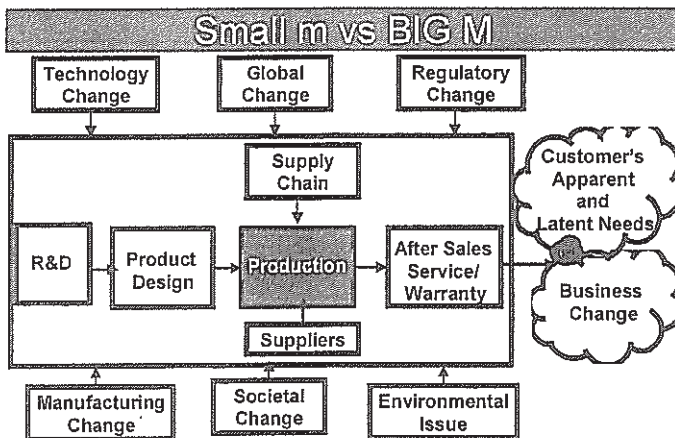
## 1.0 About the Programme

A unique programme that brings together senior leaders from the manufacturing sector and urges them to look beyond the obvious, to see the invisible and to unearth the latent needs of the customer; the Visionary Leaders for Manufacturing (VLFM) Programme is well on its way to developing a committed pool of leaders to transform India's manufacturing sector. Confederation of Indian Industry is implementing the programme with support from Japan International Cooperation Agency (JICA) and National Manufacturing Competitiveness Council (NMCC).

With 94 senior leaders already trained, the community of those who follow the VLFM philosophy is increasing not only through direct programme interventions but also through further diffusion of principles and practices.



Currently the global business environment is undergoing 10X Change enhancing the needs for leaders who are skilled to think differently; those who use a combination of scientific tools and gut feel to arrive at appropriate solutions; who are flexible in their approach and are willing to lead change.



Almost 90% of the CEOs of participating companies believe that "VLFM creates leaders by opening their minds beyond Production or "small m" and training them in tools such as Five Step Discovery Process, VMAP and Concept Creation, to fold-in the "BIG M" picture. Our participants now apply these tools in their work".



The BIG M concept is essential to survive under global

## 2.0 Beyond the Classroom

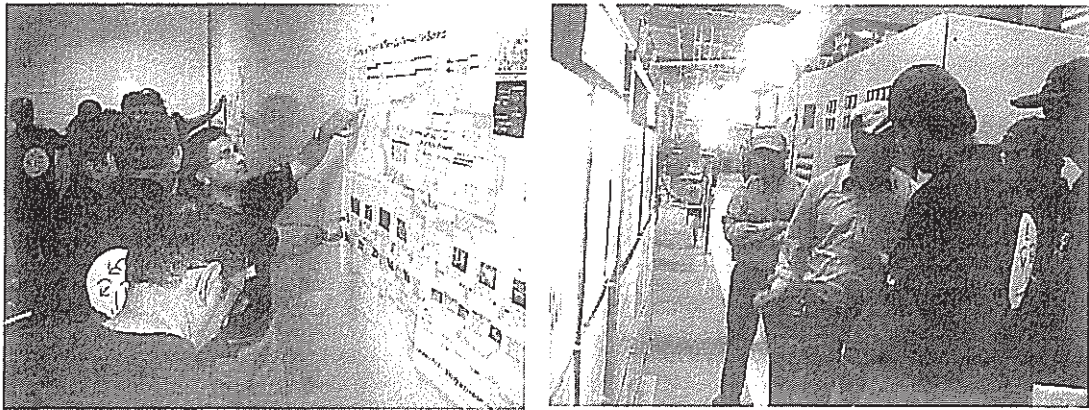
The programme doesn't believe in providing a slew of academic inputs; these can be obtained by reading books. The participants who attended the programme believe that VLFM offers a very different experience.

### Participants' Experience

The programme builds a strong manufacturing community; it brings people from different industries together and makes us think beyond our company and its operations. It gives us an industry perspective, an Indian manufacturing perspective and a global manufacturing perspective. We call this the 360-degree perspective.

With Prof. Shoji Shiba's guidance, we have been given practical training on various aspects of business, including lean manufacturing, customer focus, finance, IPR and also spirituality. We learnt from dancers, artists and sportsmen as well as the finer aspects of etiquette. This has led to real internal transformation leading us to focus on the BIG M rather than small m of manufacturing.

"If you are training future leaders for manufacturing, the way you develop them has to be different. In VLFM we focus on some very important skills otherwise are not talked about. For example, let us take perception skills: if you cannot perceive change, if you cannot change social trends, if you cannot understand how things are changing, you cannot be a leader for manufacturing. We help participants learn perception skills." - A Module Director and VP, Participating Company



### 3.0 Learning from Experts

Prof. Shoji Shiba, a world-renowned authority in Breakthrough Management is personally guiding the programme. Prof. Shiba, Professor Emeritus, University of Tsukuba, Japan and Advisory Professor, Shanghai Jiao Tong University, China, was also the Adjunct and Visiting Professor at MIT from 1990 to 2004. In 2002, he was awarded the Deming Prize for Individuals and nominated as member of the International Academy for Quality in 2003. He has published his book titled "Breakthrough Management" in Japan, India, USA, China and France.

Having decided to dedicate his time to India in 2004, Prof. Shoji Shiba formed a Learning Community of manufacturing companies along with CII. In 2006, Prof. Shiba decided to participate in the transformation of India's Manufacturing sector towards becoming more competitive and to create a unique 'Indian Way'. The culmination of this decision is the VLFM Programme.

Apart from Professor Shoji Shiba, other faculty in this programme includes Japanese experts, Indian industry experts and faculty from IIT Kanpur, IIT Madras, IIM Calcutta and CII.



### 3.1 Benefits to Participating Company

The benefits to the participating companies have been visible in a number of ways. The successes range from financial benefits to finding new ways of dealing with the current economic crisis. A number of companies have also been able to reduce throughput time, lead time and inventories by more than 60% by implementing the learnings from VLFM.

Some Examples of Benefits	
New business closed by a single company	Rs. 120 million per annum
New business from existing customer by a single company	Rs. 6 crore per annum
Manufacturing costs reduced by a single company	Rs. 14 million in 6 months
Investment saved by a single company	Rs. 35 million
Savings by one single company	USD 90,000

In a recent survey, following reactions of CEOs of participating companies are significant

- Over 90% CEOs believe that the stress on fundamentals is so strong it helps transform participants into Visionary Leaders.
- More than 74% CEOs believe that participants get skilled in tools essential to put the company on the strategic growth path. The participants from the VLFM Programme are able to see the hidden and unknown challenges and apply the tools learnt during the programme.
- Over 83% see these managers as having the capability to lead challenging tasks

### 3.2 Benefits to Participants

Since the programme is focused on skill building, leadership skills form an integral part of the pedagogy and intervention methodology.

Most CEOs of participating companies believe that:

- VLFM participants develop a systemic thinking process and are able to approach situations with the BIG M perspective.
- They mature into leaders capable of taking on challenging responsibilities and a leadership role.
- They are more confident of themselves due to the methodology of participation and networking used in the VLFM Programme
- They are more focused and develop the capability to listen.

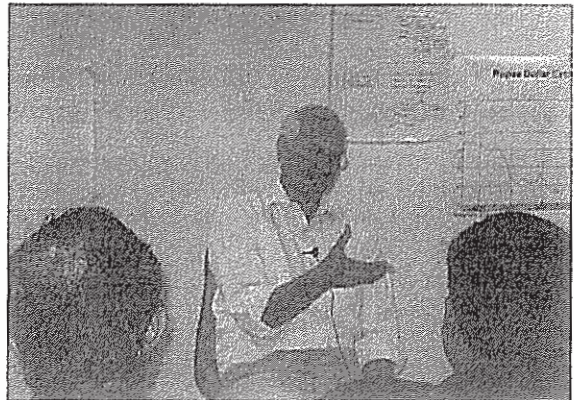
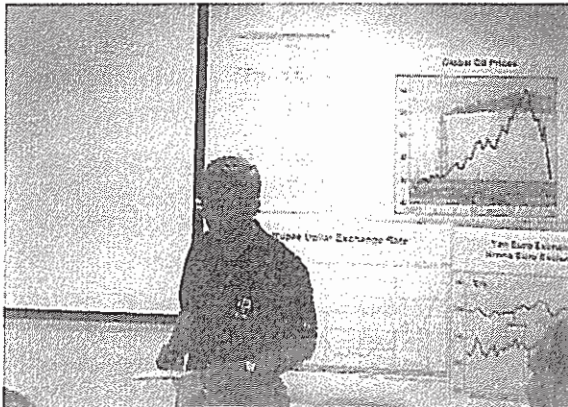
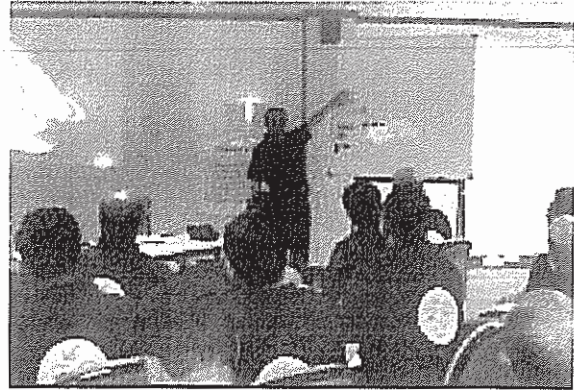
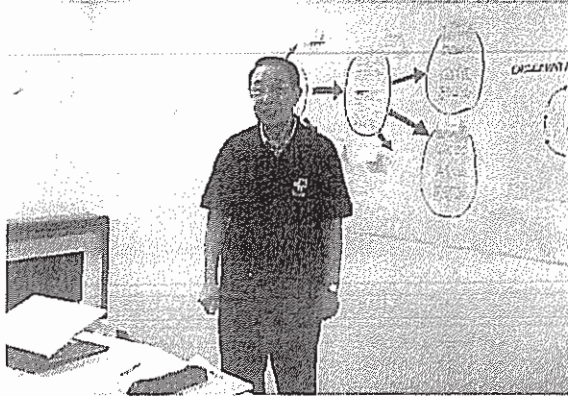
### 4.0 The VLFM Community

Participation in the VLFM Programme makes the participant a member of the VLFM Community. This provides them access to a group of more than 100 alumni of the programme.

**4.1 Learning by Giving:** Participation in the programme facilitates the participation as a Deputy Module Director in subsequent programmes. According to the Deputy Module Directors:

- As a Deputy Module Director, you become more disciplined in your approach towards work. At work, this approach helps considerably as you become more tolerant to other person's views and opinions.

- Your focus shifts more towards mentoring and an entirely new perspective of looking at the issues develops. The paradigm shift can be noticed in the approach towards old issues. Out of the box thinking skills develop and reinvigoration of work discipline is felt.

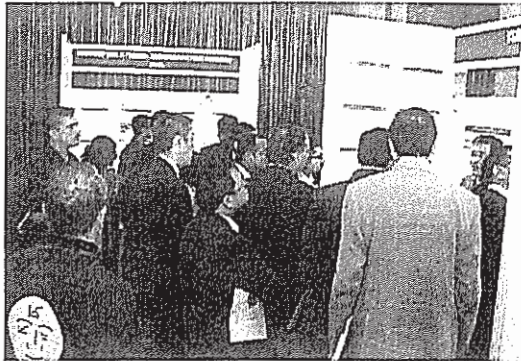


**4.2 Learning Convention:** This is the forum where participants share their successes and learn from each other. At the 1<sup>st</sup> Learning Convention, 24 participants from the 1<sup>st</sup> batch shared the successes achieved from implementing the VLFM learnings.

The CEO's of participating companies believe that the Learning Convention provides a platform for participants to achieve recognition for their successes.

**4.3 Annual Session:** At the Annual Session, participants of the outgoing batch receive their certificates and those of the incoming batch join the community. It also provides a platform for the community to network with each other and to learn from the successes of the community members

**4.4 Alumni Sessions:** The VLFM Alumni activities include regional and national opportunities to meet. While there are sessions with international experts, the platform also offers an opportunity for members to work with each other and find solutions to business related issues.

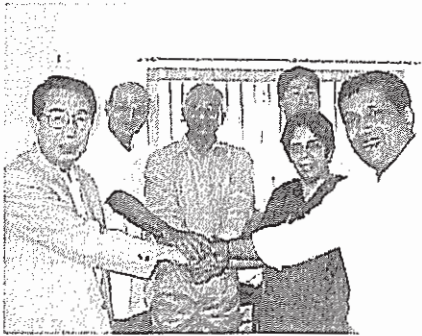


## 5.0 The Genesis of VLFM

The VLFM Programme forms a part of the Joint Technical Agreement signed by the Prime Ministers of Japan and India in December 2006. Under the agreement, the implementing partners have committed to build a pool of 250-300 Visionary Leaders over a period of 3 years. Of this 163 Visionary Leaders have already been trained under the programme.

This is the first time in India that the government (of two countries), the academia and the industry have come together to work towards the transformation of India's manufacturing industry.

National Manufacturing Competitiveness Council, Government of India is monitoring the implementation of the VLFM Programme and regularly reports to the PMO on the progress. The other government departments providing support include Ministry of HRD and Ministry of External Affairs.



The VLFM Programme is being delivered under Technical Collaboration with Japan International Cooperation Agency (JICA). They have supported the dispatch of Professor Shoji Shiba and 6 other Japanese experts of highest level to India over a period of two years. A Japanese coordinator has been dispatched to India to stay here until the completion of the VLFM Programme.

JICA is also supporting the programme through equipment such as Video Conferencing and a Tablet PC as well as through creation of

Intellectual Property for the Programme. JICA invited ten of the Indian Resource Persons to Japan for training and also organizes a study tour of the participants by fixing up visits to leading Japanese manufacturing companies and interactions with the business community.

## 6.0 Nominations

### 6.1 Profile of Participants

The senior executives must be willing to contribute to their companies and to the Indian Manufacturing Industry. They should be ready to take on challenging roles on completion of this programme. While an engineering background helps it is not a must. The participants must have experience of over 15 years.

## **6.2 Profile of Companies**

The nominating companies are mostly large to medium sized manufacturing companies. The nominating CEOs need to be committed to the growth of the individual as well as the growth of the organisation. To gain maximum benefit of the learning's, companies are requested to assign challenging jobs to the participants on graduation.

## **6.3 Criteria for Nomination**

It is important that an organization has at least two persons trained in the VLFM tools to set the internal change process rolling. Therefore to get the best returns from the programme, it may be better for the organizations to nominate at least two people. However, this is not a restricting criterion.

The participants will be expected to submit a statement of their dreams, both for themselves and their organisations. The participants should be committed to continuing in the manufacturing sector and with the nominating organisation.

## **6.4 Guidelines for Nomination**

The CEOs are requested to personally identify the participants for the programme. The following guidelines might help to identify those who will be able to bring best results for the organization:

1. Identify a person in whom you see potential to develop as a leader
2. Such a leader requires to develop a holistic business perspective
3. He/She also needs to have people management skills

The CEO is also requested to identify the following at the time of making the nomination:

1. The expectations from the participant at the end of the programme
2. The proposed career path for the participant (if possible)
3. A live project which the participant can take through the entire programme and give benefits to the organization by the end of the programme

## **6.5 Last date for nominations**

You are requested to send in your nominations to Mr. S.D.Puranik, Dean, VLFM Programme, CII Naoroji Godrej Center of Excellence by May 15, 2009. The nominations may be made using the enclosed Nomination Form.

## **7.0 Fees**

Rs.3.00 lakhs. Advance payment of fees is to be made by demand draft/cheque favoring "Confederation of Indian Industry-- For CII Naoroji Godrej Centre of Excellence" payable at Mumbai. This includes fee towards 4 modules of five days each and 1 module of 10 days, course material, veg lunch/dinner and tea/coffee during the day. It is a non-residential course. The fees does not include the cost of travel, boarding and lodging in Mumbai/Delhi for the modules nor that for Japan and other locations within India for the plant visits planned during Module 5. Service Tax of 10.30% is payable by the participating company on the full fee amount.

## 8. Programme Location and Dates

		Mumbai	Delhi
Module 1 Orientation & Breakthrough Management	<p><b>Objective</b> Introduction to Achieving Breakthrough in 10X Change</p> <p><b>Content</b> 1 Introduction to VLFM 2 Leadership Session including Role Model 3 5 Step Discovery Process (5SDP) 4 Plant visit to apply 5SDP 5 Arriving at solutions</p>	July 22 to 26, 2009	July 29 to August 2, 2009
Module 2 Expanding the Horizontal Perspective	<p><b>Objective</b> Expanding the Horizontal Perspective of business with focus on Efficient Flow</p> <p><b>Content</b> 1 Introduction to VMAP -- Leader's Role 2 Implementation of TPS 3 Plant Visit 4 Exploring Spiritual Leadership</p>	September 14 to 18	September 20 to 24
Module 3 Vertical Exploration of Customer's Latent Needs	<p><b>Objective</b> 1. Expanding the Leader's Horizon from Small m to BIG M 2. Understanding the Customer's Latent Needs</p> <p><b>Content</b> 1. Identifying the service or product 2. Interviewing and Observation Skills 3. Customer Visitation 4. Kano Methodology</p>	November 4 to 8, 2009	October 28 to November 1, 2009
Module 4 Exploring the Invisible through Financial Statements	<p><b>Objective</b> Reading the invisible aspects of a business through its Financial Statements</p> <p><b>Content</b> 1. Finance in Business 2. Understanding the Annual Report 3. Reading the invisible</p>	December 9 to 13, 2009	December 16 to 20, 2009
Module 5A Domestic Plant Visits	<p><b>Objective</b> Developing the BIG M perspective</p>	February 10 to 14, 2010	February 17 to 21, 2010
Module 5B Japan Plant Visits	<p><b>Objective</b> See Indian Business from Outside Perspective</p>	(Dates will be decided later)	

- The participant will compulsorily be expected to attend an "Orientation Workshop" in the first week of July (either at Mumbai or at Delhi).
- The participants will be expected to select their location at the beginning of the programme.
- They will not be able to swap module locations due to their non-availability on certain dates.
- Participants will not be able to change their location mid stream.

## 9. About CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes.

CII is a non-government, not-for-profit, industry led and industry-managed organisation, playing a proactive role in India's development process. Founded over 113 years ago, it is India's premier business association, with a direct membership of over 7500 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 83,000 companies from around 380 national and regional sectoral associations.

CII catalyses change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking. Major emphasis is laid on projecting a positive image of business, assisting industry to identify and execute corporate citizenship programmes. Partnerships with over 120 NGOs across the country carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, diversity management, skill development and water, to name a few.

Complementing this vision, CII's theme "India@75: The Emerging Agenda", reflects its aspirational role to facilitate the acceleration in India's transformation into an economically vital, technologically innovative, socially and ethically vibrant global leader by year 2022.

With 64 offices in India, 9 overseas in Australia, Austria, China, France, Germany, Japan, Singapore, UK, USA and institutional partnerships with 211 counterpart organisations in 87 countries, CII serves as a reference point for Indian industry and the international business community.

## Visionary Leaders for Manufacturing Programme

Batch 3  
July, 2009 to May, 2010

### Reply Form

#### Nominations

Name	
1	
2	
3	
4	

Our Cheque/Demand Draft No.....Dated..... for  
Rs..... drawn in favor of "Confederation of Indian Industry-For CII  
Naoroji Godrej Centre of Excellence" payable at Mumbai is enclosed.

Name:..... Designation:.....  
Organisation:.....  
Address:.....  
.....  
Telephone:..... Fax:.....  
Email:.....

Signature of the Nominating Authority.....

- Participation fee is non-refundable/non adjustable against any other programme of CII. However change in nominations is acceptable
- Programme is non-residential for the duration of the contact days

*For enquiries & nominations*

<p><b>S D Puranik</b> Dean, VLFM Programme CII Naoroji Godrej Centre of Excellence, Godrej Station-Side Colony Opp. Railway Station, Vikhroli (East) Mumbai – 400 079 Tel: (022) 2574 5146/5148 Fax: (022) 2574 3361 e-mail: <a href="mailto:s.d.puranik@cii.in">s.d.puranik@cii.in</a>/<a href="mailto:ciicoe@vsnl.net">ciicoe@vsnl.net</a> Website : <a href="http://www.cii.in">www.cii.in</a></p>	<p><b>Kalpana Narain</b> Director Confederation of Indian Industry India Habitat Centre Core 4A, 4th Floor Lodi Road New Delhi - 110 003 Tel : +91-11-24682230-35 ; 41504514-19 email: <a href="mailto:kalpana.narain@cii.in">kalpana.narain@cii.in</a></p>
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# Post Graduate Programme for Executives For Visionary Leadership in Manufacturing (PGPEX-VLM)

## Joint Programme of

- Indian Institute of Management Calcutta
- Indian Institute of Technology Kanpur
- Indian Institute of Technology Madras

An Initiative of National Manufacturing Competitiveness Council, Government of India

## Background

Growth of the manufacturing sector in India has been recognized as a key thrust area by the Government of India. The National Manufacturing Competitiveness Council (NMCC) has been constituted by the Government of India. One of the key objectives of NMCC, among others, is to serve as a policy forum for enhancing the competitiveness of Indian manufacturing sector.

The NMCC has drawn up a long term manufacturing strategy which includes strengthening education and training at various levels. For implementation of this strategy of creating visionary leadership in manufacturing sector, four programs for training of different level of engineers/managers working in manufacturing sector are structured under the guidance of Professor Shoji Shiba. A renowned international expert in the manufacturing sector, and a recipient of the Deming Prize, Professor Shoji Shiba has been associated for more than a decade with very successful Leaders for Manufacturing Program at the Massachusetts Institute of Technology. One such Program is one year Post Graduate Program for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM) jointly to be conducted by IIM Calcutta, IIT Kanpur, and IIT Madras.

The Government of India and the Government of Japan have signed a Memorandum of Understanding in the year 2007 that includes "Cooperation within the framework of Japan-assisted 'Visionary Leadership in Manufacturing Program', under which Japanese manufacturing management and skills will be transferred to senior managers of Indian manufacturing industry". Under the terms of the MOU, the Government of Japan has agreed to extend cooperation to support transfer of Japanese expertise and visit to manufacturing centers of excellence in Japan for the four VLM Programs.

The objectives, contents, curriculum, pedagogy, and modalities of the PGPEX-VLM Program have been designed by the IIM Calcutta, IIT Kanpur and IIT Madras in consultation with industry, Confederation of Indian Industry, Japanese International Cooperation Agency, NMCC and MHRD. The first batch of the PGPEX-VLM Program



was admitted in August 2007 and graduated in August 2008. All of them have been well placed in leading manufacturing industries in the country. The second batch has been admitted in August 2008 and all of them have been well placed. The third batch has been admitted in April 2009 and schedule to complete in March 2010.

#### **Major Attributes of VLM Program**

- Joint Program of Indian Institute of Management Calcutta (IIMC), Indian Institute of Technology Kanpur (IITK) and Indian Institute of Technology Madras (IITM).
- Supported by Japanese International Cooperation Agency (JICA)
- One year full time residential program.
- 35 weeks classroom interaction, case studies, tutorials, lab sessions, project work at IIMC, IITM and IITK; total 1027 interaction hours.
- 8 (Eight) weeks internship in industry.
- 3 (Three) to 4 (Four) weeks industry visits in India and abroad.
- The program introduces courses in Green Manufacturing
- The program is meant for promising engineers drawn from the manufacturing sector, who have the potential for top management positions.
- The program will involve development of leadership and management skills together with cutting edge technology awareness and proficiency.
- The program will have a proper balance of theoretical inputs and practical training to develop a high degree of leadership skill which would enable Indian companies convert manufacturing into a competitive weapon.

#### **Certification**

A joint Post Graduate Diploma in Management for Executives in Manufacturing by IIM Calcutta, IIT Kanpur and IIT Madras is awarded after the successful completion of the Program.

#### **Batch Size**

The batch size for 2010-2011 session will be 30 to 35.

#### **Eligibility**

##### *Education*

A First-Class Graduate Engineers with First Division/ First Class Marks from SLC/ Madhyamik

##### *Work Experience*

Minimum 5(five) to maximum 10(ten) years work experience in manufacturing and related sector; holding responsibilities in production planning and control, research, design and development, quality control, plant engineering, maintenance, supply chain, etc. for self sponsored candidates.

Sponsored candidates / candidates on study leave need to have minimum 5(five) years work experience as above and there is no upper limit.

## Course Structure

(Jointly conducted by IIMC, IIT Kanpur & IIT Madras)

Module	Courses	Objectives	Institution
	Break Through Management		IIMC
Environment of Manufacturing	Global Scenario	To provide an overview of the complexity of the global manufacturing scenario, emphasize the management problems that companies face in globalizing facilities and operations.	IIMC
	Regulatory-National & International	To appreciate the regulatory framework of manufacturing business- both national and international especially in the context of multinational operations, WTO and other Trade Agreements	IIMC
	Strategic Analysis	Sensitizing about impending changes facing Indian manufacturing companies owing to changing world order, strategies to overcome challenges and make Indian manufacturing more globally competitive, analytical approaches to assess competitiveness capabilities and design/develop strategies, develop holistic view of organization	IIMC
	Vision to Execution	1. To understand and analyze the complex relationship between the vision, mission, strategy, policies, organizational structure, systems and processes; 2. To understand the basic organizational structures; functional, divisional and matrix and process of organizational evolution; 3. To gain insights into the process of translating vision into action in different kinds of organizations with special reference to technology based organizations; 4. To understand the characteristics of innovative organizations and how to strategically manage them.	
	Green Manufacturing	The course should cover all dimensions of green manufacturing and technologies starting from design through green manufacturing practices, green supply chain management and green marketing etc.	IIMC
Functional Knowledge	Managerial Economics	Develop understanding of a market economy, and the causes and consequences of demand-supply movements. Develop economic decision-making skills, with particular reference to efficiency in production decisions and in profit maximization. Understanding different market structures in different industries (monopoly, oligopoly, monopolistic competition), the exercise of market power by firms and also The course will also include understanding of Macro Economics in Business environment.	IIMC
	Financial Analysis	To acquaint with basic concepts in accounting (financial & cost)and corporate financial management.	IIMC
	Organizational Structure & Design	To apprise different forms of organizations, highlight impact of structure and design on overall organizational effectiveness	IIMC

	HR & Labor Laws	To sensitize on importance of people issue in company competitive advantage, awareness of labor regulation in manufacturing industry	IIMC
	Marketing	To focus on emerging marketing environment in India. It will also focus on market orientation and the process and tools for building marketing strategies that deliver superior levels of customer satisfaction, value and profitability by emphasizing importance of customer-orientation for the firm and the role manufacturing can play in enhancing competitiveness of the firm by delighting the customers.	IIMC
Manufacturing Systems & Technology	Manufacturing Strategy	In order to achieve timely delivery of cost-effective, high-quality products in a competitive environment, manufacturing firms have realized the importance of manufacturing strategy as a key source of sustainable competitive advantage. This course aims to develop a strategic perspective for manufacturing through concepts, cases, best practices and games.	IIMC
	Production Management 1	To acquaint the participants with the important concepts and tools used in input, output and transformation management process. In addition to classical production management concepts like Capacity Planning and Production Planning and Control, the course will also include the contemporary concepts, namely, Just- in-Time, Lean Manufacturing, Toyota Production System and Total Productive Maintenance.	IIMC
	Production Management 2	Total Quality Management, six-sigma	IIT
	Supply Chain Management	Understand key drivers of supply chain performance measures, Logistics strategies in managing global supply chains, Creating value through supply chain integration, IT and supply chain	IIT
	Project Management	To acquaint the participants with the concepts, tools and techniques required for planning, execution, monitoring and control of projects within specified time, budget and quality. Aspects of project coordination and procedural issues will also be covered.	IIMC
	Technology Management	To apprise participants to the importance of technology and innovation in the context of manufacturing, To create awareness in importance of IP issues in manufacturing environment, Contract management for technology transfer	IIT

	ERP, Workflow and Business Process Reengineering: Strategic IT initiatives in manufacturing	To impart to the participants insights on strategy formulation for IT and its applications, with a special reference to the manufacturing industry. Introduce the participants to the various IT based platforms like ERP and SCM, widely deployed in the manufacturing industry. Acquaint participants with implementation strategies for IT platforms, which involve workflow analysis, business process reengineering and management of the accompanying organizational change.	IIMC
	Product Design Prototyping	Exposure to customer need-design-prototyping-manufacturing cycle through case examples and projects. To develop strategies for New Product Development, New Product Marketing, Product costing and New Product Pricing	IIT
	New Product Management		
	Frontier Technologies for Manufacturing	Awareness of futuristic technologies (e.g., nano, bio, fuel cells, microprocessor based controls, Shape Memory Alloys, etc) product/ process in manufacturing, Awareness of green production and Big R in manufacturing	IIT
	Automation & Robotics	Identification of need and impact of automation on quality and productivity; Choice of appropriate (e.g., low cost automation) level of automation; Tools to evaluate human performance and ergonomic design of workplace; Development of skill in ergonomic design of workplace and low cost automation,	IIT
	Computer Integrated Manufacturing	Understanding of information flow through computers on supply-manufacturing-delivery cycle; Understanding computer integrated manufacturing systems (e.g., CMS, FMS, etc); Skill building in CAE including process planning; Skill building in design of integrated manufacturing system using simulation tool	IIT
	Advanced Materials	Exposure to understand and incorporate newer materials (e.g., nano, nano-materials, bio-materials, Shape Memory Alloys, smart polymers, hydrogen fuel)	IIT
Leadership & Decision Making	Problem Formulation	Mastering techniques for abstraction of key dimensions and multiple criteria from a problem description	IIT
(LDM-1)	Data Analysis	Data interpretation for decision making	IIT
	Decision Making Tools	To acquaint the participants with the most fundamental mathematical tools required for the management science, and to provide an introduction to some of the important statistical tools that are necessary for reaching efficient managerial decisions under uncertainty with emphasis on practical applications of the statistical tools.	IIMC

	Entrepreneurship	This course is a reflection of 2 major trends : a) National economic growth is enhanced significantly by entrepreneurial activity, b) A large group of management graduates have also become entrepreneurs or self-employed This course provides a strategic perspective in the area of New Ventures	
	Interpersonal Skills & Leadership	To appreciate and understand the behaviour of individuals and groups of individuals in organizations, with a view to enhancing both productivity and satisfaction of employees.	IIMC

### Term wise Course List

Sl.	Course Code	Title of the Course	Cont. Hour	Total Cont. Hour	Credit Points	Total Credit Point
<b>Term 0 -</b>		<b>Ice-Breaking Session at IIM Calcutta</b>				
1	VLM001	Communication *	15		1.5	
2	VLM002	Break-through Management *	40	<b>55</b>	3	<b>4.5</b>
<b>Term I -</b>		<b>Course work at IIM Calcutta</b>				
1	VLM101	Decision Making Tools	30		3	
2	VLM102	Global Scenario	15		1.5	
3	VLM103	Regulatory National & International	15		1.5	
4	VLM104	Managerial Economics	21		2	
5	VLM105	Organizational Structure and Design	30		3	
6	VLM106	Marketing	30	<b>141</b>	3	<b>14</b>
<b>Term II -</b>		<b>Course work at IIM Calcutta</b>				
1	VLM201	ERP Workflow & BPR	45		4.5	
2	VLM202	Financial Analysis	45		4.5	
3	VLM203	Human resource & labour law	30		3	
4	VLM204	Manufacturing Strategy	21		2	
5	VLM205	Strategic Analysis	30		3	
6	VLM206	Production Management	45		4.5	
7	VLM207	Project Management	21	<b>237</b>	2	<b>23.5</b>
<b>Term III -</b>		<b>Organised by IIM Calcutta</b>				
		Domestic Industry visit *				
<b>Term IV -</b>		<b>Course work at IIT Kanpur</b>				
1	VLM602	Supply Chain Management	35		2	
2	VLM601	Product Design and New Product Management	75		5	
3	VLM604	Automation & Robotics in Manufacturing	40		3	
4	VLM605	Computer Integrated Manufacturing Systems	30		2	
5	VLM603	Advance Materials	30		2	
		Data Analysis and Decision Modeling	30	<b>240</b>	2	<b>16</b>
<b>Term V -</b>		<b>Course work at IIT Madras</b>				
1	MS503V	Leadership in Decision Making II	30		2	
2	MS517V	Leadership in Decision Making III	20		1	

3	MS533V	Supply Chain Management	40		2	
4	MS537V	Production Management II	30		2	
5	MS599V	Technology Management	30		2	
6	MS651V	Computer Integrated Manufacturing	30		2	
7	MS652V	Frontier Technology in Manufacturing	30		2	
8	MS653V	Automation and Robotics (Ergonomics)	30	240	2	15
<b>Term VI - Course work at IIMC</b>						
1	VLM601	Interpersonal Skills & Leadership	30		3	
2	VLM602	Green Manufacturing	21		2	
3	VLM603	Vision to Execution	21		2	
4	VLM604	Ethics & Values in Business	21		2	
5	VLM605	Entrepreneurship	21	114	2	11
<b>Term VII - Industry Internship in India **</b>						<b>3</b>
<b>Term VIII - International Industrial Study Visit at Japan **</b>						<b>3</b>
<b>Grand Total :</b>				<b>1027</b>		<b>90</b>

\* Compulsory (Audit)

\*\* Compulsory (Qualifying)

**Total Classroom Contact Hours: 1027**

### Academic Calendar

Term	Period			Days	Activity
		to			
0	2-Apr-10	to	17-Apr-10	15	(i) Inauguration/ Ice Breaking Session, (ii) Breakthrough Management and (iii) Business Communication
I	19-Apr-10	to	22-May-10	33	Course Work at IIM Calcutta
II	24-May-10	to	17-Jul-10	54	Course Work at IIM Calcutta
III	19-Jul-10	to	23-Jul-10	4	Industry Visit in India
IV	25-Jul-10	to	17-Sep-10	54	Course Work at IIT Kanpur
V	19-Sep-10	to	12-Nov-10	54	Course Work at IIT Madras
	15-Nov-10	to	20-Nov-10	5	Placement of Industry Internship (Venue : IIMC)

VI	22-Nov-10	to	24-Dec-10	32	Course Work at IIM Calcutta
VII	26-Dec-10	to	18-Feb-11	54	Industry Internship In India
VIII	19-Feb-11	to	6-Mar-11	15	International Industrial Study Visit at Japan
	7-Mar-11	to	21-Mar-11	14	Placement (Venue : IIMC)

### **Pedagogy**

Learning through team based approach for addressing complex issues. Course delivery through an appropriate mix of class room lectures, case studies, class room exercises, individual and team assignments.

### **Industry Tours**

Domestic Industry Visit within the country and International Industrial study visit in Japan are integral part of the program with an objective of understanding national/global manufacturing environment.

### **Industry Internship**

The students will be required to do an industry internship for eight weeks. The objective of the internship is to provide an opportunity for doing state-of-art research leading to a product/process redesign or an innovation.

### **Admission Process**

Selection of the candidates will be made on the basis of his/her academic background, which has to be consistently first division/first class from school (SLC/ Madhyamik) board examination level to graduation level, relevant work experience, employer's recommendations, performance in the Aptitude Test and Personal Interview to be conducted jointly by IIMC, IITK and IITM.

### **Fee For The Programme:**

Total Fee to be paid in installments is Rs.7,00,000/=.  
Fee paid is non- refundable.

The fee is to be deposited in the manner as detailed in (A) (B) (C) & (D)

- A. **To Be Paid To Pgpex-VIm Office, Indian Institute Of Management Calcutta, D. H. Road, Joka, Kolkata-700 104**

(i) **First Installment Fee of Rs.50,000/=** (Rupees fifty thousand only) to be paid by Demand Draft drawn in favour of "Indian Institute of Management Calcutta" payable at any Bank in Kolkata. First installment fee by Demand Draft must be paid at the time of submitting the PGPEX-VLM Admission Acceptance Form (Annexure-II), duly filled in and signed. The last date of payment first of installment and submission admission form ( Annexure –II) is Monday, the 15<sup>th</sup> February 2010.

(ii) **Second installment fee of Rs.3,0,0,000/=** (Rupees three lakhs to be paid by Demand Draft drawn in favour of "Indian Institute of Management Calcutta", payable at any Bank in Kolkata by Thursday, the 1<sup>st</sup> April, 2010 on the day of registration at Indian Institute of Management Calcutta.

**B. To Be Paid To Pgpex-Vlm Office, Department Of Industrial & Management Engineering, Indian Institute Of Technology Kanpur, Kanpur-208 016**

**Third installment Fee of Rs.1,50,000/-** (Rupees one lakh fifty thousand only). to be paid by Demand Draft drawn in favour of "Indian Institute of Technology Kanpur", payable at any Bank in Kanpur by Saturday, the 24<sup>th</sup> July, 2010.

**C. To Be Paid To Pgpex-Vlm Office, Department Of Management Studies, Indian Institute Of Technology Madras, Chennai-600 036**

**Fourth installment Fee of Rs.1,50,000/-** (Rupees one lakh fifty thousand only) to be paid by Demand Draft drawn in favour of "Indian Institute of Technology Madras", payable at any Bank in Chennai by Saturday, the 18<sup>th</sup> September, 2010.

**D. To Be Paid To Pgpex-Vlm Office, Indian Institute Of Management Calcutta, D. H. Road, Joka, Kolkata-700 104**

**Last installment fee of Rs.50,000/-** (Rupees fifty thousand only) to be paid by Demand Draft drawn in favour of "Indian Institute of Management Calcutta", payable at any Bank in Kolkata by Friday, the 19<sup>th</sup> November, 2010.

**Brochure and Application Form**

Brochure and Application Form can be Downloaded from the following website:  
[www.iimcal.ac.in/pgpexvlm/](http://www.iimcal.ac.in/pgpexvlm/)

The completed Application Form should be sent through Registered Speed Post/Courier service to:

Chairman, PGPEX-VLM  
VLMP Office  
Indian Institute of Management Calcutta  
D H Road, Joka  
Kolkata 700104.



### Important Dates

Wednesday, December 23, 2009	Last date of submission of Application Form
Tuesday, January 05, 2010	Announcement of Short Listed candidates for test and interview
Sunday, January 24, 2010	Aptitude Test and Interview at IIM Calcutta
Sunday, January 24, 2010	Announcement of Final list of selected candidates
Monday, February 15, 2010	Last date of Acceptance of offer with Rs. 50,000/-

### Contact Address:

PGPEX-VLM Office  
Indian Institute of Management Calcutta  
Joka, Diamond Harbour Road  
Kolkata - 700104  
Ph: 91- 33 -2438-0613 (D), 91-33-2467-8300 /6 (Extn.205/210),  
PGPEX-VLM Office  
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Website : [www.iimcal.ac.in/pgpexvlm](http://www.iimcal.ac.in/pgpexvlm)

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Indian Institute of Technology Kanpur  
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Website : [www.iitk.ac.in](http://www.iitk.ac.in)

VLM Office  
Department of Management Studies  
Indian Institute of Technology Madras,  
Chennai - 600036  
Ph : 044-22574570  
Email: [vlm@iitm.ac.in](mailto:vlm@iitm.ac.in)  
Website: [www.iitm.ac.in/vlm](http://www.iitm.ac.in/vlm)

## FAQs

*I do not have a GMAT or GRE score. Am I eligible for applying to PGPEX-VLM?*

Yes, you are eligible. GMAT/GRE score is not mandatory. If you have the score, it is treated as a part of your academic record.

*I have a GMAT or a GRE score. Do I have to appear for the Aptitude Test?*

Yes, you will have to appear for the Aptitude Test, if short-listed from your Application Form. GMAT/GRE score is only used to evaluate part of your academic record mentioned in the Application Form. The decision to allow you to take the Aptitude Test is based on screening result of your Application Form. All candidates short-listed on the basis of Application Form will have to appear in the Aptitude Test .

*What will be the venue/date of the Aptitude Test?*

The venue of the Aptitude Test will be Indian Institute of Management Calcutta. The date of the Aptitude Test is 24th January 2010, Sunday. The test would be conducted from 10-00 am -12-00 noon. Short listed candidates after the Aptitude Test would have to appear for a Personnel Interview on 24th January 2010 itself at IIM Calcutta.

*What is the structure of the Aptitude Test?*

The duration of the Aptitude Test is 2 hours. The test comprises three parts. Part I consists of analytical ability, Part II verbal abilities and Part III engineering aptitude. There will be 25% negative marking in the Aptitude Test.

*What will be the pattern of engineering aptitude section in the aptitude test?*

There is no prescribed syllabus for the engineering aptitude section of the Aptitude Test. The idea is to test the candidate's ability to apply some fundamental engineering concepts across various disciplines. Specific and advanced level preparation of any particular branch of engineering is not required.

*Would accommodation be provided for the Aptitude Test & Interview at IIMC?*

Limited twin sharing chargeable accomodation may be available, subject to first cum first serve basis

*Do I get a Post-Graduate Diploma at the completion of the Program?*

Award of a **Joint Post Graduate Diploma in Management for Executives for Visionary Leadership in Manufacturing** will be awarded jointly by IIMC, IITK, and IITM.

*What are the estimated expenses for boarding, lodging, and industry tours?*

- Cost of accommodation and boarding at IIM/IIT: approximately Rs 7,000 pm (on actuals)
- Cost of domestic visits: approximately Rs 60 thousand(on actuals)
- Cost of international visit: approximately Rs 1.5 to 2.00 lacs (on actuals)

*What is the batch size of the Program?*

The batch size is between 30-35.

*Will I be provided family accommodation during my course work?*

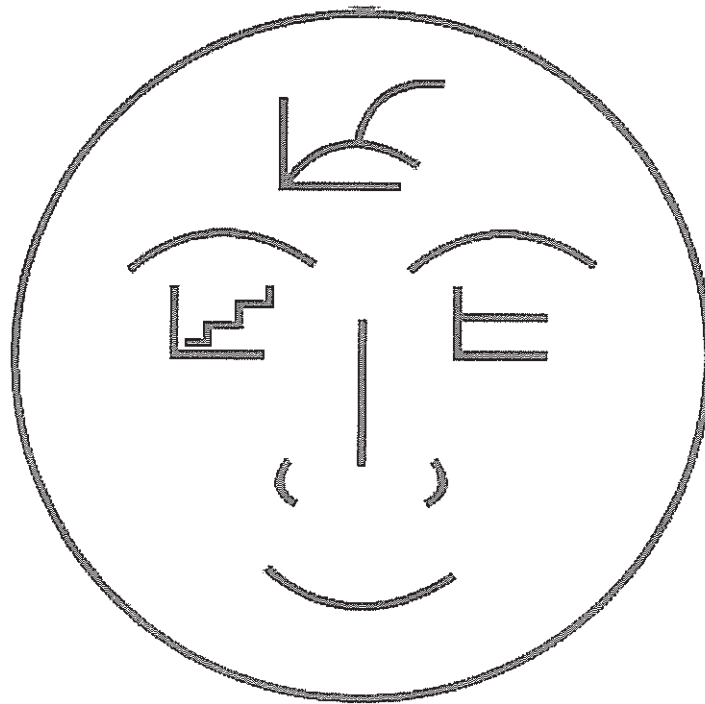
No, family accommodation would not be provided. Furnished single occupancy accommodation would be provided.

*What are the evaluation criteria during the Program? Will I have to pass examination at the end of the Program to get the Diploma?*

Each course will have continuous evaluation system based on pedagogy and can include examination, term projects, class interaction etc. Each course will be graded and grade point average will be calculated for each term and full course. You will be required to maintain prescribed academic standard to complete the course. Inability to do so will result in dismissal from the programme/ repeat of the courses as per the prescribed regulation of each Institute.

*Can I pay the fees in installments?*

Yes. Fees of Rs. 7 lakhs have to be paid in five installments of Rs. 50,000, Rs. 3,00,000, Rs.1,50,000, Rs.1,50,000 & Rs. 50,000 through demand draft at intervals to be indicated in admission offer letter. Payment of first Installment of Rs.50,000 has to be made along with the acceptance of the admission offer latest by February 15, 2010.



**Visionary SME Programme  
December 2, 2009 to December 2, 2010**

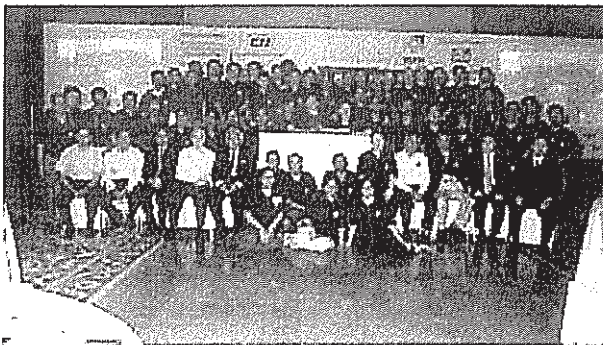
## Introduction

Small and Medium Enterprises play a strategic role in building the competitiveness of the OEMs and Tier 1 companies who they supply to. Recently a number of multi national OEMs have set up manufacturing facilities in India. The expectations of the OEMs from their Tier 1, Tier 2 suppliers are benchmarked to international levels. Therefore they are under extreme pressure to remain highly competitive.

Additionally they are faced with the volatility of market changes (10X Change) making it crucial for the entrepreneurs to have breakthrough leadership skills to steer their organizations and follow world class manufacturing practices.

Given this scenario, Confederation of Indian Industry is starting the Visionary SME (VSME) Programme under the VLFM Programme.

Visionary Leaders for Manufacturing (VLFM) programme is a unique programme that brings together senior leaders from the manufacturing sector and urges them to look beyond the obvious, to see the invisible and to unearth the latent needs of the customer. Currently the global business environment is undergoing 10X Change enhancing the need for leaders who are skilled to think differently; those who use a combination of scientific tools and gut feel to arrive at appropriate solutions; who are flexible in their approach and are willing to lead change.



Over 200 Senior Managers of OEMs and Tier 1 companies have already undergone this programme. Many are assuming the role of Real Change Leaders to transform their organizations to respond to the current business environment.

The VSME Programme will enable the vendors of the OEMs and Tier 1 also to imbibe these and other

skills that are the specific needs of the SME.

## The VSME Programme

Building on CIIs cluster experience for SME development, the VSME Programme will usher in the next concept for SME development i.e. SME community. This community would work in a self-development mode where the individual SMEs would have their own individual aspirations and work in a community to learn from each other and from outsiders who form a part of the support system for SMEs.

Starting with Pune, the VSME programme would focus on building 6 to 8 cities as manufacturing hubs consisting of competent suppliers (SMEs) with the capability to meet the requirements of OEMs and Tier 1 suppliers

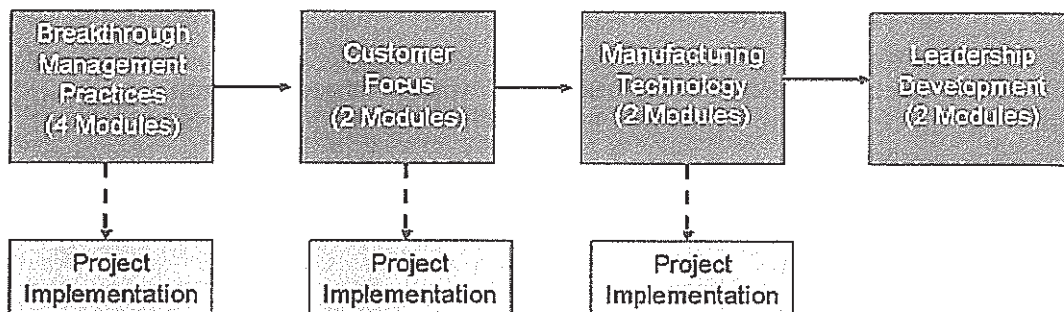
### Objectives

The leaders of a group of 20-25 SMEs who have been identified as critical by their customer will go through the programme. The objectives of the programme are:

1. Developing Leadership Skills in Entrepreneurs
2. Becoming preferred supplier to their customers through excellence in Manufacturing
3. Development of Best in Class Innovative Practices

### Programme Structure

Over a period of one year, the participants will undergo ten highly interactive modules of one to two days each covering breakthrough management practices, manufacturing technology, leadership development and customer focus. The participating companies will also be exposed to experiences of Indian business leaders and Japanese experts who visit India from time to time.



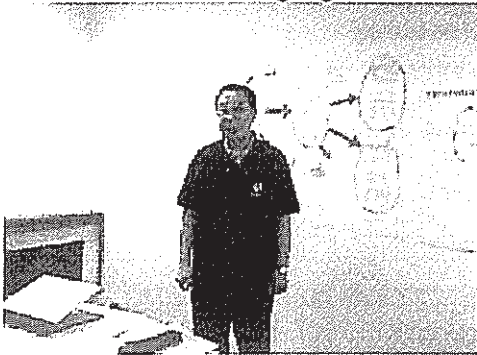
The Programme Modules will be interspersed with implementation of Projects that the participants will be expected to implement in their organisations. These would be live projects and would require application of learnings from the Programme. The Mentors and Faculty would guide the participants from time to time on the way forward on these projects.

All Modules of the programme will be conducted in Pune. The venue for the programme will be communicated at a later date.

## Faculty & Mentors

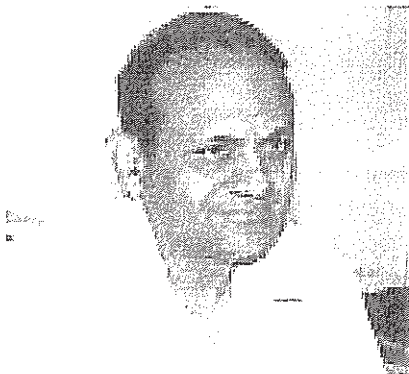
The programme will be implemented by CII with faculty drawn from the participants of the Visionary Leaders for Manufacturing Programme. They have been trained by a number of Japanese experts and have been implementing the tools learnt in their own organisations.

The programme will be guided by Prof. Shoji Shiba, an Individual Deming Prize winner and a leading figure on Breakthrough Management. Interventions would come from other Japanese experts at various times. Prof. Shiba and other Japanese experts would visit India for the VSME programme under the technical collaboration with Japan International Co operation Agency (JICA).



Each company 'Owner'/CEO would also be associated with a set of Mentors from the Industry who would provide support to identify and implement the locomotive projects leading to operational efficiency and building a philosophy that can help to make the SME become preferred suppliers of their customers.

The participants of the programme will be guided by two senior industry leaders, Mr C S Patel and Mr Y Nath. Mr Patel, Member, Anand Supervisory Board is the Chief Mentor of the VSME Programme. Mr Y Nath has spent over 40 years with the Tata Group and is currently engaged in mentoring a number of SMEs in achieving excellence.



### **Who can Participate**

At the first level OEMs and Tier 1 companies will be asked to identify the suppliers who are of critical importance to their business. While identifying the suppliers the OEM/Tier 1 may like to consider the SME owner's willingness to commit his personal time to this programme along with the senior most managers. It would also be critical to ensure that only those who are open to making changes in their organisations are selected to go through this programme.

### **Fees**

The fee for the programme is Rs.1.00 lac per participant and each company is expected to nominate two participants. Service Tax of 10.32% is payable by the participating company on the full fee amount. The fees may be paid by Cheque/Demand Draft drawn in favor of Confederation of Indian Industry.

The programme is a non residential programme. The fee does not include the cost of stay, travel to the city of module, local travel etc.



## About CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes.

CII is a non-government, not-for-profit, industry led and industry-managed organisation, playing a proactive role in India's development process. Founded over 113 years ago, it is India's premier business association, with a direct membership of over 7500 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 83,000 companies from around 380 national and regional sectoral associations.

CII catalyses change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking.

Major emphasis is laid on projecting a positive image of business, assisting industry to identify and execute corporate citizenship programmes. Partnerships with over 120 NGOs across the country carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, diversity management, skill development and water, to name a few.

Complementing this vision, CII's theme "India@75: The Emerging Agenda", reflects its aspirational role to facilitate the acceleration in India's transformation into an economically vital, technologically innovative, socially and ethically vibrant global leader by year 2022.

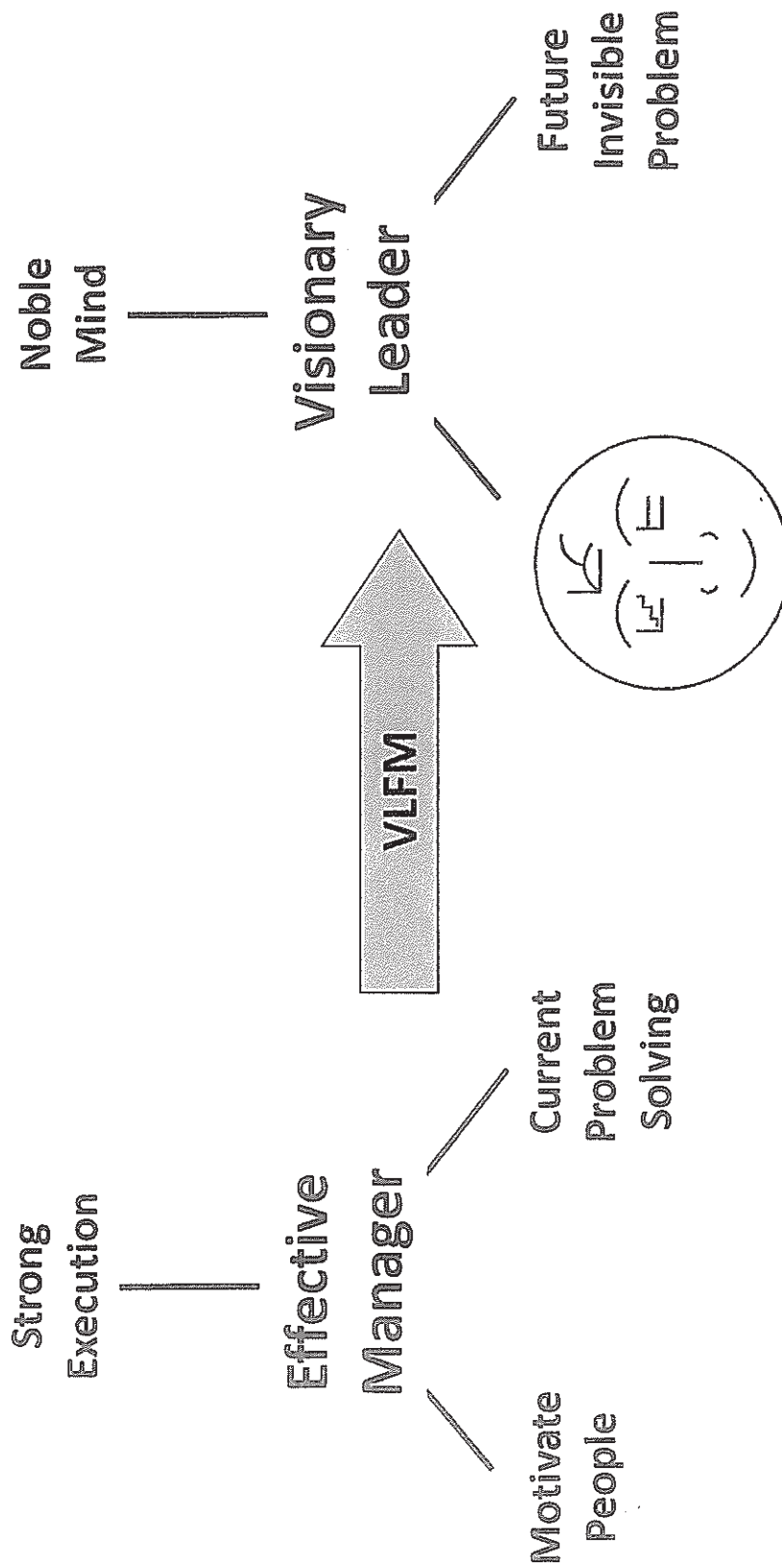
With 64 offices in India, 9 overseas in Australia, Austria, China, France, Germany, Japan, Singapore, UK, USA and institutional partnerships with 211 counterpart organisations in 87 countries, CII serves as a reference point for Indian industry and the international business community.

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**For enquiries & nominations please contact:**

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Director  
**Confederation of Indian Industry**  
Plot No 249 F, Sector 18  
Udyog Vihar  
Gurgaon  
Ph: 0124-4309441  
Email: [Kalpana.narain@cii.in](mailto:Kalpana.narain@cii.in)

# From Effective Manager to Visionary Leader



BEFORE

AFTER