



“With regard to excellence,
it is not enough to know,
but we must try to have and use it.”
– Aristotle

Excellence Development Programme Prospectus 2008



Metric



British Quality
FOUNDATION

Welcome

In Europe & US, Business Excellence is an established management practice and is an emerging movement in India. Today the companies compete not only for market share but also for awards like Baldrige, UK Excellence, EFQM, Deming and JRD QV in the arena of Business Excellence. Proficiency in business excellence is now a necessity in avant-garde management practice. From Vodafone to HP, Microsoft to Tata Motors, today's organizations are adopting business excellence.

There is a dearth of trained business excellence professionals and therefore, they would be the most sought-after managers in coming decade

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The British Quality Foundation (BQF) is an organization with a glorious history, Royal patronage and 20 thousand corporate members - making it Europe's largest corporate membership organization. Metric Consultancy Limited is the exclusive partner organization of BQF for promoting business excellence in India.

BQF and Metric have world class team of business excellence professionals and faculty. You will undergo the course in India and UK. BQF will certify your learning after you successfully complete the course.

The certificate course in Excellence Development will help you promote corporate excellence in your organisation and thereby advance your career.

The 'two country programs' are specially designed for management graduates, technocrats and Indian executives who are aiming for global success.

Choose your module, submit your application, you have my best wishes for selection.

Hopefully, I will meet you at the inauguration.



Dr. Anand Karandikar

B Tech (IIT Mumbai) 1972,
PGDBM (IIM Cal) 1974,
Ph D (Pune) 1985

Chairman, Metric Group of Companies

The British Quality Foundation (BQF) is Europe's largest corporate membership organization promoting business excellence through performance improvement.

Today UK is amongst world's most successful economies. Business Excellence has contributed towards changing the corporate culture of UK which in turn helped the UK economy to achieve this position.

The mission of British Quality Foundation is to be a leader in helping organisations to improve their performance and achieve sustainable excellence. Through training initiatives, BQF empowers individuals and companies to:

- Enhance performance and productivity
- Create a competitive edge and be recognised as leaders in their field
- Develop a culture of continuous learning, innovation and improvement
- Assess their strengths and identify areas for improvement
- Improve customer relationships and employee satisfaction
- Learn from industry leaders and world class organisations
- Share ideas and learn from best practices
- Provide a range of best practices and performance improvement services

Globally, most respected companies have adopted Business Excellence and are committed to continuously improve their performance.

There are various 'quality management platforms' used in manufacturing environment. In India, we are familiar with ISO, TQM, Six Sigma and several such initiatives. Business Excellence is a platform independent management philosophy that aims at creating a measurable system of ensuring excellence. Business excellence can work with various quality initiatives and create a 'habit of excellence' in an organization.

BQF charter is to spread Business Excellence movement to support sustainable growth the world over. In India, BQF shares this commitment with Metric and has initiated programs to train management professionals.

Advantages of Business Excellence Certification

- Business Excellence certification thoroughly prepares you for higher level management positions in global organizations
- It allows you to make successful career moves from one field of Industry to another
- You become a preferred choice to navigate Business Excellence initiative in your organization
- It allows a smooth progression from a technical specialisation to general management
- Business Excellence certification polishes the skills and enhances the abilities of people working for themselves or about to set up new business

Benefits for Employers and Sponsors

- Availability of trained managers who can steer Business Excellence in your organization
- Significant change in the corporate performance
- Greater awareness of external influences and recognition of the need for quality, customer focus and market orientation
- Increased potential of the effective utilisation of aluable human resources
- Greater ability to attract and retain high potential managers
- Structured development of individual managers committed to continuous improvement
- Integral part of succession planning and development of tomorrow's leaders

Content Programmes in India

Sessions 1.1 to 1.4 :
How to use the Excellence
Model

Sessions 2.1 to 2.4 :
Basic business planning

Sessions 3.1 to 3.4 :
Sustainable development

Sessions 4.1 to 4.4 :
How to win and retain
customers

Sessions 5.1 to 5.4 :
How to develop leadership
capacity

Programmes in UK

Sessions 6.1 to 6.4 :
How to measure and manage
business performance

Sessions 7.1 to 7.4 :
How to identify and manage
the organisation's key
processes

Sessions 8.1 to 8.4 :
How to design and implement
an effective 'Balanced
Scorecard'

Sessions 9.1 to 9.4 :
Introduction to 'Lean Six
Sigma'

Sessions 10.1 to 10.4 :
How to use benchmarking to
improve performance

Structure

Module 1:

5 days residential in Pune, 6
days residential in London

Module 2:

6 weekends in Pune, 6 days
residential in London

Module 3:

14 evenings (7 weeks) in Pune,
6 days residential in London

The course content is same for
all three modules in India and
UK. However the sessions
timing of modules in India has
been tailored to suit the
convenience of participants.

Programmes in India

Sessions 1.1 to 1.4 : How to use the Excellence Model

A completely updated workshop introducing the EFQM Excellence Model and demonstrating its continuing relevance and value for all organisations in 2008 and beyond. Appropriate for delegates new to the concept of Excellence, and those who have not used it for some time

Delegates will:

- Develop a practical understanding of Excellence and the EFQM Excellence Model
- Practise three different assessment methods and be able to choose the best approaches for their organisation
- See how the outputs of an assessment can be turned into a practical, prioritised improvement plan
- Learn from the practices of other organisations on the path to excellence

Workshop includes:

- Developing a vision of what excellent organisations will look like ten years ahead
- Using a matrix assessment to take an initial perspective on your organisation's current path towards that vision
- Using a questionnaire approach to engage the organisation's people in the pursuit of excellence
- Using a management workshop approach to assess the organisation and prioritise improvements
- What excellence looks like today - the ten most common features of excellent organisations
- A question and answer forum

**Sessions 2.1 to 2.4 :
Basic business planning**

A practical approach to preparing, writing and using a business plan to manage and control your business. This workshop has been devised for people new to business planning, or who are already responsible for producing a business plan but do not have a template or toolkit to guide them.

Delegates will:

- Understand the different types of business plan
- See how a business plan draws together the 'fragments' of a business into a manageable whole
- Appreciate the benefits of having a business plan and the risks of not having one
- Understand the value of research for a business plan

Workshop includes:

- Using a Business Planning Toolkit
- Using analysis tools
- The steps to produce a business plan
- Preparing outline business plan sections

**Sessions 3.1 to 3.4 :
Sustainable Development**

Understand what Sustainable Development means in terms of the 'triple bottom line'

Delegates will:

- Understand what Sustainable Development means in terms of the 'triple bottom line' (Economic, Environmental and Social Accountability)
- Appreciate its importance in any organisation
- Learn what developing a Sustainable Development strategy involves

Workshop includes:

- The key hallmarks of a sustainable future organisation, namely:
 - leadership and governance
 - products, services, sales and marketing
 - supplier and other stakeholder relations
 - employees, government and investors
 - environment and community
 - shareholder relations and reporting

Sessions 4.1 to 4.4 :
How to win and retain customers

Gain an understanding of tools and techniques which can be used to monitor customer loyalty

Delegates will:

- Appreciate why understanding customer requirements (both external and internal) is central to an organisation's success
- Understand the difference between the customers' requirements and what the organisation believes its customers want
- Learn about the different techniques that can be used to establish customer requirements

- Learn about the different techniques that can be used to measure customer satisfaction

Workshop includes:

- The strategic importance of customers and links to Excellence
- Different categories of customers
- The process by which customer requirements can be established
- The importance of measuring customer perception data
- The relationship between internal performance measures and customer satisfaction measures

Sessions 5.1 to 5.4 :
How to develop leadership capacity

Understand the nature of leadership from a distributed perspective in your organisation and identify key leadership development requirements

Delegates will:

- Gain an understanding of Distributed Leadership
- Develop the capability to diagnose leadership development requirements
- Identify the core components of effective organisational leadership
- Have the opportunity to share experiences in developing leadership across different functions and levels in different organisations

Workshop includes:

- What is Distributed Leadership?
- What are the key contextual and situational influences on leadership in organisations
- The benefits of viewing leadership from an organisational perspective
- Building leadership capability throughout organisations
- How to identify potential leaders in organisations
- How to develop an action plan for organisational leadership development

Programmes in UK

Sessions 6.1 to 6.4 : How to measure and manage business performance

Design and implement an effective measurement and people management framework linked to your strategic goals and use it to manage the performance of your organisation

Delegates will:

- Gain an understanding of how to define measurement principles to enable the achievement of your goals

- Review the purpose and value of the different types of measures
- Use a proven methodology to create a measurement framework
- Learn a method for managing roles and performance based on the measurement framework

Workshop includes:

- Best Practice measurement principles
- Perceptions and indicators of performance
- Identifying key performance outcomes
- The use of process measures and Lean Thinking in measurement and management
- Creating an integrated measurement framework, linked to the goals of your organisation and the roles of your people

Sessions 7.1 to 7.4 :

How to identify and manage the organisation's key processes

Understand the key aspects of Process Management

Delegates will:

- Understand what a Process is and the benefits of Process Management
- Understand how to identify key Processes
- Explore an approach to Process Management to achieve effectiveness and efficiency
- Have an opportunity to share learning and experiences

Workshop includes:

- The benefits of Process Management
- How to identify key Processes
- How to establish Process Management
- How to deliver Process Management
- Reviewing and improving your Processes

Sessions 8.1 to 8.4 :
How to design and implement an effective Balanced Scorecard

Understand the key elements of a Balanced Scorecard and how it can be used to provide an effective foundation for meaningful improvement

Delegates will:

- Gain an understanding of what a Balanced Scorecard is and its benefits
- Understand the key elements of an effective Balanced Scorecard
- Explore how an effective Balanced Scorecard can be built

- Identify the common pitfalls and how to overcome or avoid these
- Have the opportunity to share learning and experience

Workshop includes:

- What is a Balanced Scorecard?
- The benefits of a Balanced Scorecard
- Building a Balanced Scorecard
- Prepare, Focus, Implement and Review

Sessions 9.1 to 9.4 :
Introduction to Lean Six Sigma

An introduction to Six Sigma/Lean Six Sigma and how it can be used to improve both the efficiency and effectiveness (delighting customers) of key processes

Delegates will:

- Develop a practical understanding of the fundamental principles of Lean Six Sigma and how these are reflected in the DMAIC improvement project methodology
- Learn how to organise a Lean Six Sigma improvement programme and the roles of the Champions, Black and Green Belts, and Deployment Managers
- Gain an appreciation of some of main Lean Six Sigma Tools such as Charters, VOC, SIPOC Maps, Process Sigma, Fishbone Diagrams, FMEA and Control Charts

Workshop includes:

- An overview of Lean Six Sigma, DMAIC, and Roles & Responsibilities - including the Certification of Green and Black Belts

- A hands-on practical exercise simulating the stages of a Six Sigma project
- Discussions on how to apply the principles of LSS and get a LSS programme started in the delegates' organisations
- An opportunity to pose questions and get practical answers
- Case studies and discussions to demonstrate Lean Six Sigma in practice

✍ **Sessions 10.1 to 10.4 :**
How to use benchmarking to improve performance

Develop an understanding of the principles of benchmarking to enable managers to lead benchmarking studies in their own organisations

Delegates will:

- Understand what benchmarking is
- Use a consistent benchmarking approach
- Appreciate the different types of benchmarking, their benefits and limitations
- Understand how to identify and engage with appropriate benchmarking partners
- Be able to produce recommendations which will gain support and commitment from their organisations

✍ **Workshop includes:**

- The purpose and principles of benchmarking, different types of benchmarking, and their uses
- A systematic approach - The Benchmarking Roadmap
- Selecting partners through use of appropriate tools and planning for site visits where appropriate
- Comparing current process and performance with benchmarking partners
- Identifying outstanding practices and process enablers
- Mapping the 'to be' process
- Selling it to key stakeholders
- Preparing and deploying the implementation plan

Faculty in London:

1. Dr Stephen Bratt -

Furneux Consulting
Dr Steve Bratt has 30 years experience in research, management and consultancy. He has successfully applied the EFQM Excellence Model to organisations in Europe, USA, Africa, Middle East, and China.

2. Mr Robin Walker -

Oakland Consulting
Robin Walker is recognised as a leading exponent of benchmarking. He is an assessor for the UK Excellence Awards, and has led a series of consortium benchmarking studies.

3. Peter Hillman –

TQMI
Peter Hillman is a Founder Member of TQMI. He is an expert in sustainable performance improvement and led major change programmes in both the private and public sectors. He has won a prestigious training and development award.

4. Gary Pargeter –

Renault-Nissan Consulting
Gary Pargeter has worked with numerous organisations to help them both define and implement their strategic plans. He is a recognised expert in Six Sigma and Lean Thinking practice.

5. Steve Bispham

Steve Bispham has long experience in implementing Balanced Score Card and management of the organisation's key processes

Faculty in India;

1. **Dr Anand Karandikar**
B Tech (IIT Mumbai) 1972,
PGDBM (IIM Cal) 1974,
Ph D (Pune) 1985
Chairman,
Metric Consultancy Ltd
2. **Dr Ameeta Deshmukh**
MBA Pune 1978,
PhD Pune 1989
Managing Director,
Metric Consultancy Ltd
3. **Mr Sunil Malkani**
B.Tech IIT Mumbai 1977,
PGDM IIM Kolkata 1979
Director,
Summ Corporation
4. **Mr Kuldip Joshi**
PGDIR XLRI
Jamshedpur 1968
Director,
Personnel Forum
5. **Mr Makarand Sahasrabudhe**
B.Tech IIT Mumbai,
1992 PGDBM IIM
Ahmedabad 1994
Director,
Green Earth
6. **Mr Kishore Karve**
BE Pune 1972,
PGDBM Bangalore 1976,
Ex Vice President - Plant &
Projects Bestretch
Elastomers International Ltd
7. **Gp Capt (Retd) Dilip Dani**
B.Tech IIT Chennai 1975,
ME IISC 1984, MSc
Defence studies 1991
Programme Director

All sessions in UK will be conducted at BQF seminar hall, London.

All sessions in India will be conducted in Pune.

Metric is housed in its own building. The building is located at the picturesque Florida Estate which is a 15 minute drive from the airport / railway station.

Costs Covered in Programme Fees

Sl No		Module 1	Module 2	Module 3
1	Travel between Mumbai & London by air economy class	Yes	Yes	Yes
2	Travel between airport and lodge in London	Yes	Yes	Yes
3	Lodging & Boarding in London	Yes	Yes	Yes
4	Commuting in London between lodge and training venue	Yes	Yes	Yes
5	Tuition fees in London	Yes	Yes	Yes
6	Travel between Pune and International airport Mumbai	Yes	Yes	Yes
7	Lodging in India	Yes	NA	NA
8	Boarding in India	Yes	Lunch only	NA
9	Tuition fees in India	Yes	Yes	Yes
10	Training Material	Yes	Yes	Yes

Module 1:

5 days residential in Pune,
6 days residential in London
Rs.1,88,000/-

Module 2:

6 weekends in Pune,
6 days residential in London
Rs.1,82,000/-

Module 3:

14 evenings (7 weeks) in Pune,
6 days residential in London
Rs.1,80,000/-

Service tax payable extra as
per GOI rules
(currently at 12.36%)

Costs not expressly mentioned in the table above are not covered in the fees. All such additional costs will be borne by participants.

Method of Payment of Fees:

By Demand Draft or Payable at Par Cheque or Money Order in favour of Metric Consultancy Limited payable at Pune.

Submission of Application Forms:

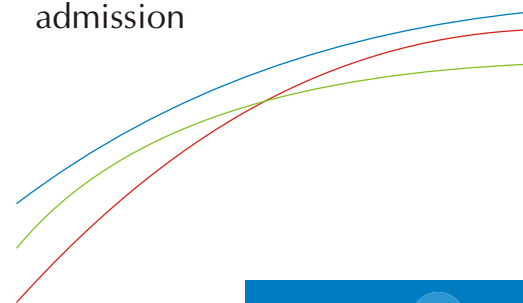
Fully filled application form with a Demand Draft / payable at Par Cheque for Rs. 500/- should reach the office of Metric Consultancy Limited before 5.00 pm, Tuesday the 15th April 2008.

Selection:

Selection will be on the basis of academic career, experience and employer's sponsorship. If necessary you will be called for a written test and an interview.

The results will be communicated to you by 25th April 2008.

You will be required to pay full fees within 10 days, that is by 5th May 2008 to confirm your admission



Step	Description	Opening Date	Closing Date
1	Advertisements announcing the programme	27 th March 08	3 rd April 08
2	Issuance of prospectus and application forms	27 th March 08	10 th April 08
3	Acceptance of application forms with application processing fee	27 th March 08	15 th April 08
4	Completion of selection procedure and communication to applicants	21 st April 08	25 th April 08
5	Payment of fees	25 th April 08	5 th May 08
6	Module 1	9 th June 08	22 nd June 08
7	Module 2	10 th May 08	15 th June 08
8	Module 3	9 th May 08	6 th July 08

Metric has authority to make any changes, at its own discretion, to the programme content and other commitments in this prospectus to meet contingencies and /or to improve quality.



Metric Consultancy Ltd

About Metric Consultancy Ltd

Established in 1989. The only organization in India which globally exports proprietary modules of market research through 23 partner organizations based in 20 countries.

Only organization which offers research, training and consultancy in an integrated fashion under one roof.

Major areas of practice are Market Research, Strategic Sourcing, Recruitment, Training, Business Excellence and Corporate Governance.

Clients in India

Tata Motors, Daimler Chrysler, Honda Motorcycles and Scooters, Yamaha, TVS, LML, Kinetic, Royal Enfield, Bajaj Tempo, John Deere, TACO, Tata Steel, Larsen & Toubro, Thermax, BHEL, KBL, KSB pumps, Kirloskar Pneumatics, Kirloskar Oil Engines, Cognizant Technologies, HSBC Bank, Bank of Maharashtra, BPL, EID Parry, Nagarjuna Fertilizers and Chemicals, Rallis, SPIC, ICPA, Glaxo Smithkline, Syngenta, Bharat Petroleum, Hindustan Petroleum, Indian Oil, MSEB, Sakal Newspapers, TATA Quality Management Services

Global Clients

Kodak (China), Thai Petroleum Authority, Thai Commercial Bank, Apex Credit Union (Canada), GE Consumer Finance (Indonesia), Saint Gobain (China), Honda (Japan), MSI Cellular (Netherlands), Ryder Inc. (USA), Aramark Uniform Services (USA), Trust Power (New Zealand), Elmira Poultry Products (Canada), ICON (Italy).



Contact us:

Metric Consultancy Ltd

91, Florida Estate, Keshav Nagar, Mundhawa, Pune, 411 036

T - 020 - 26823008

F - 020 - 26811567

E - bqf@metricglobal.com

visit us at : befl.com or metricconsultancy.com

Extra Curricular Activities

Sports _____

Arts _____

Others _____

I wish to apply for Module no. _____

I reconfirm I wish to apply for Module no. _____.

My second preference is for Module no. _____

I have enclosed Demand Draft for Rs. 500/- drawn in favor of Metric Consultancy Limited, payable at Pune

DD No. _____ Bank _____ Date _____

I understand that buying application form and paying Rs. 500/- towards application form, prospectus and application processing fee does not imply that my application is accepted. I agree that Metric Consultancy Limited has total discretion to accept or reject my application. The application form fees are not refundable or adjustable towards any cost or future fees.

Signature of the Candidate

Date

PS: Do not send either original or xerox copies of any documents with this application form



Metric Consultancy Ltd
Exclusive National Partner



British Quality
FOUNDATION

91, Florida Estate, Keshav Nagar, Mundhawa, Pune, 411 036

T - 020 - 26823008 F - 020 - 26811567 E - info@metricglobal.com www.metricconsultancy.com