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List of the programmes in the field of Purchase and Inventory Management

SI No	Title of the Training Programme
1	1-Day Training Programme Effective Purchase Management (Basic Level)
2	1-Day Training Programme Effective Purchase Management (Advance Level)
3	1-Day Training Programme Inventory Management
4	1-day Training Programme on “ABC, FSN, XYZ and other types of Inventory Classification”
5	1-day Training Programme on “Supplier Management and Development”
6	1-day Training Programme on “From Vendor Management to Supplier Relationship Management”
7	2-day Training Programme on “Supplier Management and Supplier Negotiations”
8	1-day training on “Effective Warehouse Management”
9	2-day Training Programme on “Warehouse Management (Advance Level)”
10	1-day High-value Training Programme on “How to Analyse Warehouse Operations”
11	1-day Training Programme on “Materials and Warehouse Management”
12	1-day Training on “Strategies for Purchase Negotiations”
13	1-day Training on “Effective Stores Management”
14	2-day Training on “Effective Stores Management”
15	2-day Training Programme on “Strategic Procurement”
16	2-day Training Programme on “Evaluation Techniques for Capital Purchase (Capital Budgeting)”
17	1-day Training Programme on “Evaluation Techniques for the of Purchase of Capital Equipment”
18	2-day Training Programme on “Demand Forecasting”
19	2-day Training Programme on “Excellence in Supply Chain Management”
20	1-day Training Programme on “Excellence in the Supply Chain Management”
21	1-day Training Programme on “Legal Aspects of Purchasing”
22	2-day Training Programme on “Contract Negotiation, Drafting & Management”
23	1-day Training Programme on “Vendor Quality Management for Zero Defects”

List of the programmes in the field of “Operations Management”

SI No	Title of the Training Programme
1	2-day Training Programme on “Techniques of Productivity Improvement”
2	1-day Training Programme on “Value Analysis and Value Engineering”
3	1-day High-value Training Programme on “How to Measure Quality and Productivity”
4	1-day Training Programme on “Operations Scheduling”

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**EPS (Basic)Details of 1-Day Training Programme Effective Purchase Management
(Basic Level)**

Introduction: - In an environment characterised by many unknowns, purchasing professionals must assist general management by providing purchasing expertise for strategic decisions. Purchasing can assist in calculating the probable impact of outside factors on supply, quality and price. Secondly, effective managers are consensus builders. Consensus is built with artful negotiation. It is not a game of compensating some “wins” with some “losses”. The ultimate result is the winning of the organisation by creating collaborative relationships.

Cost Reduction because of this Training or ROI on Training: - By improvising or creating a fresh Lead Time Analysis Chart, Request for Quotation (RFQ) and Pre-negotiation Check-list etc the participants are expected to save their one hour per week. Thereby they can save approximately half a day per month. Therefore, they can get ROI in training in 3-4 months. The second benefit is intangible. Intangible savings could be on account of improved quality of negotiations, timeliness in receipt of material etc. This in turn fosters a positive work environment in the company.

Objectives of the Programme: - By taking this course participants will:

- Develop a threadbare understanding of the importance of the purchase function and how it impacts the business as a whole
- Improve their decision-making skills, in general,
- Take decisions effectively as to how much quantity to order, when to order and why only that quantity to order
- Understand the various qualities that a good negotiator should possess
- Get hands-on experience of success and failure of the negotiations

First Half (0930 to 1315 hours): -

- Overview of the Purchase Function
- Importance of Purchase Function
- Is Purchase a cost centre or profit centre?
- 5 R's of Purchase (Right quality, right quantity, right price, right time and right source)

Second Half (1400 to 1730 hours): -

- Concept of Economic Order Quantity (EOQ)
- Overview of Negotiating Skills
- Qualities of good negotiator
- Understand the importance of deciding what you need, as compared what you want

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(Advance)1-day Training Programme on Effective Purchase Management (Advance Level)

Introduction: - Purchase is no longer a support function or attached to the apron strings of the production department. In an environment characterised by many unknowns, purchasing professionals must assist general management by providing purchasing expertise for strategic decisions. Purchasing can assist in calculating the probable impact of outside factors on supply, quality and price. The programme is designed to improve the understanding of the participants about strategic aspects of the purchase function vis-à-vis developing their analytical skills.

Cost Reduction because of this Training or ROI on Training: - If participants start selecting the vendors based on TCO, they can recover the cost of the training in just one month. In fact, the cost of training could be a small fraction of the benefits accrued by implementing TCO. Still, a big chunk of benefits is expected from “Make Vs Buy Analysis”. The intangible benefits are expected from the procurement strategy by using Kraljic Matrix. *The quantification of tangible and intangible benefits can be monitored by an increase in Inventory Turnover Ratio (ITR) for the raw material.*

Objectives of the Programme: - By taking this course participants will:

- Develop a threadbare understanding of the importance of the purchase function and how it impacts the business as a whole
- Understand strategic aspects of the procurement function
- Understand how to measure the performance of the purchasing department
- Improve decision-making skills on “make Vs buy” items
- Understand how to audit the procurement function

Unique Programme Takeaway: - Participants will get a well-researched document on “**Procurement Strategy**”. The second takeaway is on **Inventory Turnover Ratio (ITR)**. Participants will have a complete understanding of the reduction of working capital when ITR increases.

Indigenous concept by the faculty: - In addition to the document on “Procurement Strategy”, *how to analyse the procurement spend is always a challenge to procurement professionals. In this training, participants will get exposure to multiple ways of doing procurement spend analysis. These are developed by the faculty and participants will not find any book or website.*

Training Programme Contents

First Half (0930 to 1315 hours): -

- Traditional v New Age Procurement
- Elements of Strategic Procurement
- Concept of Total Cost of Ownership (TCO)
- Development of Procurement Strategy by using Kraljic Matrix

Second Half (1400 to 1730 hours): -

- Various KPIs to measure the performance of procurement function
- Learn how to make “Make Vs Buy” Analysis
- How to audit the procurement function?

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- Learn how to analyse procurement spend

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Inventory Details of 1-Day Training Programme Inventory Management

Introduction: - All organisations need to maintain inventory in various forms like raw materials, work in progress (WIP) and finished products. However, maintaining inventory at an optimum level is a perennial challenge. On the one hand, there is a risk of stock out and building up excess inventory on the other. Hence, maintaining inventory at an optimum level is essential for business organisations which can lead to additional profits. We have designed a one-day training program to equip the stores/ inventory professionals with effective inventory management strategies.

Cost Reduction because of this Training or ROI on Training: - *This training is aimed at reduction of Inventory Carrying Cost of raw materials.* The cost of the training is just a small fraction of the benefits accrued by implementing TMC for negotiations. This training gives an in-depth understanding of the inventory carrying charges and ordering charges. Intangible benefits of the training would accrue if participants focus their efforts on managing these two costs.

Objectives of the Programme: - By taking this course participants will:

- Understand the role of maintaining the inventory and how to release the working capital by holding a lean inventory
- Learn How to categorise the material and thereby improve the efficiency of the purchase and stores department
- Be able to take a scientific decision on how to much quantity to order when suppliers give various price discounts
- Be able to take scientific decision on how to quantity to keep in warehouse thereby avoiding excess quantity or inadequate stock
- How to measure the performance of the purchase function as a whole.

Indigenous concept by the faculty: - *Participants will learn how to calculate Total Material Cost (TMC). By mapping TMC, participants will learn how to decide the **negotiation point**. This is a unique concept developed by the faculty and participants will not get it in any book or website.*

Training Suitable for: - This programme is suitable for Inventory Planners, Demand Planners, Purchase Managers (but not for stores professionals).

Eligibility Conditions to Attend the Workshop: - This training involves a good amount of numerical exercises. Therefore participants, whether engineers or otherwise, need to have strong numerical or calculation abilities. Slowness of the few reduces the speed of the discussion, hence this requirement.

Training Programme Contents

Please scroll down for the next page

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Training Programme Contents

First Half (0930 to 1315 hours): -

- What is Inventory and how it impacts our business?
- Challenges in managing the inventory
- How to calculate Ordering Cost and Inventory Carrying Cost
- What is ABC (Class of materials) analysis and how to use it?
- How to improve productivity through ABC analysis?
- What is EOQ, why it is relevant even today and how to calculate EOQ for various price bands

Second Half (1400 to 1730 hours): -

- How to calculate Total Material Cost and its use for negotiations
- How to Determine various stock levels (safety stock, minimum stock, maximum stock and reorder point)
- KPIs (Key Performance Indicators) for managing the inventory

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“ABC, FSN, XYZ and other types of Inventory Classification”

Introduction: - Inventory classification is a method used to categorise inventory items based on their importance, value, and characteristics. It helps businesses to manage their inventory more efficiently by identifying which items are most critical to their operations and requires closer attention, and which ones are less important and can be managed more flexibly. Overall, inventory classification is an essential tool for businesses to manage their inventory more effectively and efficiently, reduce costs, and improve customer service levels.

Market Research: - The faculty has designed this programme after thorough market research. In the course of conducting various training programmes related to the SCM, the faculty have observed most of the organisations do not conduct a proper inventory classification. Even if it is done, they barely restrict it to ABC analysis. However, to manage the inventory merely restricting the classification to one type is not sufficient. The faculty has designed this programme so that the participants can start using other types of classification and thereby take informed decisions.

Objectives of the Programme: - By taking this course participants will:

- Learn How to categorise the material and thereby improve the efficiency of the purchase and stores department
- Be able to take a scientific decision on how much quantity to order when suppliers give various price discounts
- Be able to take a scientific decision on how much quantity to keep in the warehouse thereby avoiding excess quantity or inadequate stock.

Training Programme Takeaway: - The participants will get relevant Excel Sheets or Google Sheets for every calculation.

Training Programme Contents

First Half (0930 – 1315 hours): -

- What is Inventory and how does it impact our business?
- Challenges in managing the inventory
- Various types of inventory analysis – ABC, VED, FSN, HML, XYZ, GOLF etc
- What is ABC Analysis and how to design inventory management policies based on the ABC analysis
- ABC + ABC Analysis (double ABC Analysis), how to do it and when to use it?
- How to do VED Analysis? How to do ABC-VED Analysis?
- How to design policies for AV, AE, AD, BV, BE, BD, CV, CE and CD types of material

Second Half (1400 0 1730 hours)-

- What is FSN Analysis and what is the shortcut to do it?
- Importance of ABC+FSN Analysis, how to do it and why to do it?
- How to design policies for AF, AS, AN, BF, BS, BN, CF, CS and CN types of material?
- How to do XYZ Analysis? What are the benefits?
- Importance of ABC+XYZ Analysis. How to design policies for AX, AY, AZ, BX, BY, BZ, CX, CY & CZ types of material?

Suitability of the Training Programme: - This training programme is suitable for Inventory Planners or Inventory Analysts, Purchase Managers, Warehouse Managers, Supply Chain Managers and professionals from sectors like retail, healthcare, pharmaceutical, FMCG etc.

Requirement from the Participants: - This training programme will be conducted in *English* only. There will be few numerical exercises and participants are expected to have above-average calculation abilities.

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Vendor Details of 1-day Training Programme on “Supplier Management and Development”

Introduction: - *A man is known by the company he keeps* goes to the age-old adage. True to this adage, it can be said that *a company is known by the vendors it keeps*. In today's competitive environment, progressive firms must be able to produce quality products at reasonable prices. Product quality is a direct result of the production workforce and suppliers. Buying organisations can no longer afford to maintain a large supplier base. There is a clear shift from a one-time operational relationship to a long term strategic relationship. This course is designed so that participants get insight into the strategic aspects of buyer-supplier relationships.

Objectives of the Workshop: - By taking this 1-day course, participants will develop their competencies in:

- a. Distinguishing between strategic, tactical and operational procurement
- b. Develop a checklist so as to appraise the suppliers
- c. Evaluating and rating the potential suppliers
- d. Categorisation of the suppliers
- e. Developing the suppliers to reduce the cost after 2-3 years
- f. Conducting a satisfaction survey of the suppliers

Indigenous concept by the faculty: - *To gain competitive advantage, a collaborative relationship with the suppliers is important. Supplier development plays a crucial role here. However, it is of paramount importance to decide which suppliers to develop, how to develop. In this programme, participants will get a blueprint of the Supplier Development Plan (VDP). This is an indigenously developed document and participants will not get it from any book or website. The faculty has developed this document indigenously and participants will not get it in any book or website.*

Training Programme Contents

First Half (0930 to 1315 hours): -

- Traditional Procurement Vs Strategic Procurement
- Concept of Total Cost of Ownership (TCO)
- Scientific method of Supplier Assessment
- Post-project evaluation of the suppliers
- Supplier analysis based on *Kraljic Matrix*
- Supplier analysis based on “*What Suppliers Think of You ?*” Matrix

Second Half (1400 to 1730 hours): -

- How to develop a “Supplier Development Plan” (VDP) based on the above two matrices
- Various ratios used to measure the performance of Purchase Department in general suppliers in particular
- How to audit various functions of a supplier's organisation?
- How to conduct Supplier Satisfaction Survey (SSS)

Cost Reduction because of this Training or ROI on Training: - Participants can derive ‘n’ times benefits by implementing the SDP.

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**Details of Training Programme on
“From Vendor Management to Supplier Relationship Management”**

Introduction: - Managing the vendors was a part of the Purchase Management. However, as the purchase management evolved into Supply Chain Management (SCM), to keep pace with the evolution, vendor management practices evolved into Supplier Relationship Management (SRM). SRM is about nurturing partnerships that go beyond tactical transactions. It's a strategic interplay of collaboration, trust, and shared goals, fostering sustainable competitive advantage for lasting business success. This training programme discusses each attribute of the relationship.

Learning Objectives: - By taking this course, participants will:

- Learn what are the different stages of outsourcing
- Understand the criteria for single source and multiple sources for purchasing
- Learn the difference between traditional and new-age procurement
- Learn what is “Kraljic Matrix” and how to categorise suppliers based on this matrix
- Learn the “What Suppliers Think of You?” matrix and its usefulness for supplier categorisation.
- Develop a “Supplier Development Strategy” based on these two matrices
- Learn how to rate the existing suppliers

Unique Programme Takeaway: - The participants will get a document titled “Supplier Management Strategy.” This document has been developed by the faculty from the research through the past participants.

Training Programme Contents

First Half (0900 – 1300 hours): -

- Introduction
- Introduction to Outsourcing and Understanding the Different Stages of Outsourcing
- What is Supplier Relationship Management (SRM)?
- Tool of Supplier Relationship Management: Traditional Vs New Age Procurement
- Tool of Supplier Relationship Management: Understanding Balance of Power
- Tool of Supplier Relationship Management: “Kraljic Matrix”
- Tool of Supplier Relationship Management: “What Suppliers Think of You?” matrix

Second Half (1400 – 1800 hours): -

- Tool of Supplier Relationship Management: “Supplier Management Strategy”
- Tool of Supplier Relationship Management: “Strategy when both the Matrices Mixed”
- Tool of Supplier Relationship Management: Supplier Performance Rating
- Tool of Supplier Relationship Management: Measures of Performance for the Purchase Department and Supplier-related measures
- Tool of Supplier Relationship Management: Supplier Satisfaction Survey

Complimentary Content: - Buyer’s Checklist for Evaluating Suppliers (abridged version)

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**Details of 2-day Training Programme on Supplier Management and Supplier Negotiations
(Three pages)**

Introduction: - Negotiation has been described as perhaps the finest opportunity for the buyer to improve his (or her) company's profits and obtain recognition. Gone are the days where vendors were considered as adversaries i.e. a person who makes money out of me. The 21st century demands a collaborative approach towards one's vendors. Win-win negotiation is an approach in which the focus is on the merits of the issues identified by the participants in the negotiation and efforts are made to find a creative solution.

Purchase negotiations are a large part of vendor management efforts. Learning negotiation skills in isolation is like raising a superstructure without a foundation. Therefore, this 2-day training course is divided into the following parts:

Day I: - Vendor Management

Day II: Negotiations Skills for Procurement Professionals

* * *

Day I: Vendor Management

Introduction: - *A man is known by the company he keeps* goes by the age old adage. True to this adage, it can be said that *a company is known by the vendors it keeps*. In today's competitive environment, progressive firms must be able to produce quality products at reasonable prices. Product quality is a direct result of the production workforce and suppliers. Buying organisations can no longer afford to maintain a large supplier base. There is a clear shift from a one-time operational relationship to a long term strategic relationship. This course is designed so that participants get insight into the strategic aspects of buyer-supplier relationships.

Objectives of the Workshop: - By taking this course, participants will develop their competencies in

- Distinguishing between strategic, tactical and operational procurement
- Develop a checklist so as to appraise the vendors
- Evaluating and rating the potential suppliers
- Categorisation of the vendors
- Distinguishing between traditional and partnership supplier relationships
- Understanding what preparatory work needs to be done before negotiating with vendors

Indigenous concept by the faculty: - To gain competitive advantage, collaborative relationship with vendors is important. Vendor development plays a crucial role here. However, it is of paramount importance to decide which vendors to develop, how to develop. *In this programme, participants will get a blueprint of the Vendor Development Plan (VDP)*. The faculty has developed this document indigenously and participants will not get it in any book or website.

ROI on the Training: - ROI on this programme is measurable. It can be measured on the count of reduction in procurement spend, improved quality of negotiations, reduction in time spent in negotiations etc.

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Training Programme Contents

First Half: -

- Traditional Procurement Vs Strategic Procurement
- Concept of Total Cost of Ownership (TCO)
- Scientific method of Vendor Assessment
- Post-project evaluation of the vendors
- How to widen Vendor Database
- Vendor categorisation based on *Kraljic Matrix*
- Vendor categorisation based on “What Suppliers Think of you?” Matrix
- How to make Vendor Development Plan (VDP) based on these two matrices

Second Half: -

- Various ratios used to measure the performance of Purchase Department in general Vendors in particular
- How to audit various functions of a vendor's organisation?
- How to Conduct Vendor Satisfaction Survey (VSS)

Day II: Negotiation Skills for Procurement Professionals

Introduction: - Negotiation is a two-way communication where in the dealing parties always have some issues on which the settlement is sought. All such issues provide the subject matter for the negotiation. It should also be noted that negotiation is possible only for those issues which are subject to settlement under various alternative sources. There cannot be any negotiation for an issue which has the one and the only solution.

What after the training?

In this training, participants will get two forms. One is the "Negotiation Planning Sheet" and the second one is the "Negotiation Evaluation Sheet". Both the forms are developed indigenously by the faculty. After negotiations with suppliers, procurement professionals can record their observations on the "Negotiation Evaluation Sheet". Once sufficient numbers of these sheets are accumulated, they can analyse the details. The analyses give insight in showing patterns in their negotiation styles and develop further negotiation commodity-wise or product-wise strategies. The training on negotiations skills in a real sense happens on analysing these evaluation sheets.

How is this training different from soft skills? –

Purchase negotiations are derived from material requirements, vendor development measures etc. For this reasonable knowledge of the concepts of materials management like inventory planning, purchase procedures, quality parameters, pricing etc is essential. Therefore, three-fourths of the programme duration will be devoted to the discussion of these topics. *Participants will also get a sample RFQ that our faculty has prepared indigenously.* The comprehensiveness of the RFQ eliminates unwanted discussions in negotiations. Soft skills are important in negotiations but in purchase negotiations, their requirement is not more than 10%

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On completion of this training course, participants will be able to:

- a) Distinguish between purchase negotiations and general negotiations are different, understand the difference between adversarial and partnership negotiation approaches
- b) Understand the concept of Total Cost of Ownership (TCO)
- c) Importance of Kraljic Matrix and how to categorise vendors based on this matrix
- d) Understand the process of negotiation
- e) Recognise some negotiating skills and ploys
- f) Understand various behavioural styles of negotiations
- g) Understand how to evaluate the negotiations with the suppliers

Indigenous concepts by the faculty: - Faculty has used past participants for the research purposes. Based on this research, faculty has developed the following forms indigenously:

- a) Request For Quotation (RFQ) (this is a very exhaustive document and when this document is used, nothing will go wrong while ordering the material)
- b) Pre-negotiation Costing Sheet
- c) Pre-negotiation Planning Sheet
- d) Post-negotiation Evaluation Sheet
- e) Negotiations Record Sheet

All these documents are developed indigenously. Participants will not get these in any book or website.

Programme contents (first half): -

- a) Introduction to the Negotiations
- b) Usefulness of Total Cost of Ownership (TCO) for negotiations
- c) How to develop negotiations strategy based on *Kraljic Matrix*
- d) How to develop a negotiation strategy based on “*What Suppliers Think of you?*” Matrix
- e) How to design negotiation strategy based on above two matrices
- f) Understand various styles of Negotiations and what happens when there is a mismatch

Programme contents (second half): -

- g) How to distinguish between adversarial and partnership negotiations
- h) Understand various ploys used in negotiations
- i) Understand how to use Costing Sheet & Negotiations Planning Sheet (NPS)
- j) Practice exercises on negotiations (role plays)
- k) Understand how to evaluate negotiations

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Warehouse Details of a 1-day training on “Effective Warehouse Management”

Introduction: - In the erstwhile era warehouses were used just for storage for goods. However, today’s warehouses have multifarious challenges viz. reduction of inventory, reduction of labour cost, effective management of storage capacity, increase the inventory accuracy and above all improve the customer service.

Cost Reduction because of this Training or ROI on Training: - *This training is aimed at reduction of inventory carrying cost of finished goods.* Participants can get ROI by saving their time because of improved order picking accuracy, better slotting of materials etc.

Objectives of the Programme: - By taking this course, participants will develop their competencies in:

- Understanding the functions of modern warehouse
- Assessing the location of the warehouse before raising it moving to a new one
- Managing the warehouse space scientifically
- Measuring the performance of their warehouse
- Housekeeping of the warehouse
- Choosing a Warehouse Management Software (WMS)

Training Programme Contents

First Half (0930 to 1315 hours): -

- Functions of Warehousing
- Warehouse operations
- Various order picking methods in the warehouse
- Factors to be considered while starting or moving a warehouse
- How to choose a right layout for the warehouse

Second Half (1400 to 1730 hours): -

- Understand 5S and housekeeping audit of Warehouse
- Measurement of the Effectiveness of Inventory, Stores and Material Handling Equipment
- The security audit of the warehouse

Standby Topic: -

- Slotting in the warehouse

Requirement from the Participants: - This training programme will be conducted in *English* only. There will be few numerical exercises and participants are expected to have above-average calculation abilities.

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Details of 1-day Training Programme on “Materials and Warehouse Management”

Introduction: - Materials Management means many things to many people. This is because of the organisational fragmentation and complete compartmentalisation of some of the basic management functions concerned with materials in corporate activity. Some overemphasise the role of purchasing. Some totally discard this view and are ready to place stores and inventory control in the frontline of importance. Still, others hold that quality maintenance and quality assurances have an equal impact, if not more, on profitability and productivity through a reduction in rejection rates. Others argue that while control of quality from the source to the final distribution of the product improves productivity and corporate image, still, handling and physical distribution logistics can contribute something more by assuring a steady flow of materials, within and without a plant, by feeding the production pipeline in a continuum.

Unique Programme Takeaway: - Participants will have an in-depth understanding of Inventory Turnover Ratio (ITR). They will learn how to calculate the inventory ratio and how the working capital gets released when the ITR is increased.

Programme Contents

First half: -

- What is Materials Management?
- Basics of the Purchase Management
- 5 R's of Buying
- The Basics of Inventory Management
- ABC Analysis

Second Half: -

- Introduction to Warehousing
- Warehouse operations
- A Layout of the Warehouse or Stores
- Measurement of the Effectiveness of Inventory, Stores and Material Handling Equipment
- Evaluation of Warehouse Efficiency
- Calculation of Equipment Utilisation Ratio

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Details of 1-day Training on “Strategies for Purchase Negotiations”

Introduction

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat. - Sun Tzu

All along, the procurement negotiations are often mistaken as bargaining and have been viewed from only one perspective: reducing the material costs. Yes, cost reduction should be the concluding element of the procurement negotiations; nevertheless, the transactional nature or operational nature of the negotiations has always overridden the strategic aspects. *This programme takes procurement negotiations to a higher level by providing a negotiation strategy.* This negotiation strategy will help reduce the procurement costs in future procurement negotiations (i.e., after 2-3 years).

Indigenous concepts by the faculty: -

The faculty has used past participants for research purposes. Based on this research, the faculty has indigenously developed the following forms:

- a) Request For Quotation (RFQ) (this is a very exhaustive document and when this document is used, nothing will go wrong while ordering the material)
- b) Procurement Negotiations Strategy (the most valuable document)
- c) Pre-negotiation Costing Sheet
- d) Pre-negotiation Planning Sheet
- e) Post-negotiation Evaluation Sheet
- f) Negotiations Record Sheet

All these documents are developed indigenously. Participants will not find these in any book or any website.

Cost Reduction because of this Training or ROI on Training: - Participants can recover the cost of training due to the time saved in negotiations or time saved in correspondence with the vendor. Intangible benefits can be accrued by implementing the “Negotiations Planning Sheet”. A large portion of intangible benefits will come when participants diligently evaluate “Post-negotiation Evaluation Sheets” compiled over time.

How is this training different from soft skills? -

Purchase negotiations are derived from material requirements, vendor development measures, etc. For this, reasonable knowledge of the concepts of materials management like inventory planning, purchase procedures, quality parameters, pricing, etc. is essential. Therefore, three-fourths of the programme duration will be devoted to discussing these topics. *Participants will also receive a sample RFQ that our faculty has prepared indigenously.* The comprehensiveness of the RFQ eliminates unwanted discussions in negotiations. Soft skills are important in negotiations but in purchase negotiations, their requirement is no more than 10%.

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What after the training?

Once a sufficient number of these sheets are accumulated, they can analyse the details. The analysis provide insight into showing patterns in their negotiation styles and develop further negotiation commodity-wise or product-wise strategies. The training on negotiations skills, in a real sense, happens when analysing these evaluation sheets.

On completion of this training course, participants will be able to:

- a) Distinguish between adversarial and partnership negotiation approaches.
- b) Understand importance of the Kraljic Matrix and its usefulness for negotiations.
- c) Understand the importance of “What Suppliers Think of You?” Matrix and its usefulness for negotiations
- d) *Learn how to develop a negotiation strategy based on the above two matrices.*
- e) Recognise some negotiating skills and ploys.
- f) Learn how to use RFQ as a time-saving tool for negotiations.
- g) Learn how to use the “Negotiations Planning Sheet” for negotiations.
- h) Learn how to evaluate the negotiations with the suppliers.

Programme contents (first half): -

- Introduction to the Negotiations
- Understanding the concept of the “Kraljic Matrix”
- Understanding the concept of “What Suppliers Think of You?” Matrix
- How to design a negotiation strategy based on these two matrices?
- Understand various styles of Negotiations

Programme contents (second half): -

- How to distinguish between adversarial and partnership negotiations
- Understand various ploys used in negotiations
- Understand how to plan negotiations
- Practice exercises (role plays) on negotiations
- Understand how to evaluate negotiations

Suitability of the Training Programme: - There will be a higher-level discussion in this training programme. Therefore, this programme is suitable for the Managing Directors, Procurement Directors or Head of Procurement, Head of Supply Chain, Head of Vendor Development and so on.

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Details of 1-day Training on “Effective Stores Management”

Introduction: - Store-keeping refers to the safe custody of all the items of material stocked in the store-room for which the storekeeper acts as a trustee. But in the modern socio-technical milieu, this arrangement may not work. The very nature of the storage system, to act as a buffer between procurement and various other consuming departments, stresses the need for a perfect action plan to gear up for the timely multifarious activities like receipts, storage, upkeep, handling, accounting, issues and disposal. This training programme is aimed at giving insight to the store's professionals on these counts.

Objectives of the training: - By taking this 1-day course, participants will:

- a) Learn how stores can be conduit to minimise various costs of operations or production
- b) Learn how stores can provide efficient service
- c) Understand how to bring coordination between the various departments of the organisation and
- d) Learn what is their advisory role to the management on various costs associated the stores

Day I (First half): -

- a) Introduction to store-keeping
- b) Principles of Stores keeping
- c) Layout of the stores and how to improve the productivity through better layout
- d) Duties and responsibilities of stores personnel
- e) Classification of materials
- f) Inventory Classification – ABC analysis and FSN analysis

Day I (Second half): -

Material Accounting: -

- a) Receipt of materials
- b) Inspection of materials
- c) Issue of materials
- d) Verification of materials
- e) Material control and stock transfer
- f) Ratios used to measure the performance of the stores
- g) Fire and safety measures in the stores

Note: - This programme is for Stores Executives, Stores Officers. Training will be imparted in English only.

Cost Reduction because of this Training or ROI on Training: - Participants will ROI on training because of improved inventory accuracy, time spent in searching the materials, fewer movements in the stores to receive or issue the material.

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Stores2 Details of 2-day Training on “Effective Stores Management”

Introduction: - Storekeeping refers to the safe custody of all the items of material stocked in the store-room for which the storekeeper acts as a trustee. But in the modern socio-technical milieu, this arrangement may not work. The very nature of the storage system, to act as a buffer between procurement and various other consuming departments, stresses the need for a perfect action plan to gear up for the timely multifarious activities like receipts, storage, upkeep, handling, accounting, issues and disposal. This training programme is aimed at giving insight to the store's professionals on these counts.

Objectives of the training: - By taking this 2-day course, participants will:

- a) Learn how stores can be a conduit for minimisation of the cost of production
- b) Learn how stores can provide efficient service
- c) Understand how to bring coordination between the various departments of the organisation and
- d) Learn what is their advisory role to the management on various costs associated the stores

Day I (First half): -

- Introduction to storekeeping
- Layout of the stores and how to improve the productivity through better layout
- Duties and responsibilities of stores personnel
- Classification of materials
- Codification of materials

Day I (Second half): -

Material Accounting: -

- Receipt of materials
- Inspection of materials
- Issue of materials
- Verification of materials
- Material control and stock transfer
- Stores Verification

Cont'd on the next page...

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Day II (First half): -

- Usage of various forms discussed in first day second half
- Stock Transfer, disposal of surplus material
- Materials Planning

Day II (Second half): -

- Materials Reconciliation
- Fire and Safety precautions in the store
- ABC Analysis
- Various ratios used to measure the performance of stores

Cost Reduction because of this Training or ROI on Training: - Participants will ROI on training because of improved inventory accuracy, time spent in searching the materials, fewer movements in the stores to receive or issue the material.

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Strategic Details of 2-day Training Programme on Strategic Procurement

Introduction: - Purchase is no longer a support function or attached to the apron strings of the production department. In an environment characterised by many unknowns, purchasing professionals must assist general management by providing purchasing expertise for strategic decisions. Purchasing can assist in calculating the probable impact of outside factors on supply, quality and price. However, the ground reality is different. In many companies, procurement professionals are locked in the grind of fulfilling the requirements of the user department or chasing the suppliers for myriad reasons. Against this backdrop, they have little time to sit back and reflect on what they are doing. This programme is designed to improve the understanding of the participants about strategic aspects of the purchase function vis-à-vis developing their analytical skills. Lock up

Goal Statement of the Programme: - *By learning tools of strategic procurement, participants should be able to reduce total procurement spending substantially in the next 3-5 years.*

Comments on the Goal Statement: - The reduction in procurement spending could be 1% or 2% or 5% or even more. The actual reduction could be higher depending on the nature of the industry and the earnestness with which the Strategic Procurement Plan (SPP) is made and implemented. Secondly, procurement professionals have to work closely with the procurement professionals of their vendors in the implementation of SPP. This will accrue great savings. *It may be noted that every penny saved in procurement results in increased profits straightaway.*

Unique Takeaways of the Training: -

- Some of the modules are new and these are not taught in traditional courses in Material Management or Supply Chain Management.
- A roadmap for implementation of the Strategic Procurement Plan (SPP) for your company. *This is a unique concept and participants will not get it in any book or web resource.*
- Participants would be given extensive exercises on vendor development strategies. Based on this, participants can prepare a Vendor Development Plan (VDP).
- Faculty uses training programmes for research purposes to study the successes and failures of the purchasing department. Based on this research, a comprehensive list is developed for doing a SWOT Analysis of the procurement function. *This list is indigenously developed and participants will not get it in any book or web resource.*

ROI on Training: - This is the flagship programme of the faculty. Participants will get astronomical benefits if the Strategic Procurement Plan (SPP) is implemented sincerely.

Suitability of the training programme: - This training is suitable for Purchase Heads or SCM Heads, Vendor Managers, Senior Operations Managers, Admin Heads etc. Since this programme is on strategy, it is suitable for the Managing Directors.

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Objectives of the workshop: -

- Understand strategic aspects of the procurement function
- Understand various tools of strategic procurement
- Understand how to audit the procurement function
- Understand how to measure the performance of the purchasing department

Training Programme Contents

First Day First Half (0900 – 1300 hours): -

- Overview of strategy, misconceptions of strategy
- Tool of Strategic Procurement – Traditional v New Age Procurement
- Tool of Strategic Procurement – Overview of Porter's Five Forces Model
- Tool of Strategic Procurement – Total Cost of Ownership (TCO)

First Day Second Half (1400 – 1800 hours): -

- Tool of Strategic Procurement – Implementation of *Kraljic Matrix*
- Tool of Strategic Procurement – “*What Suppliers Think of You?*” matrix
- Tool of Strategic Procurement – How to make Vendor Development Plan (VDP) based on both the matrices

Home Assignment: - Participants will be given a home assignment on a suitable topic.

Second Day First Half (0900 – 1300 hours): -

- Tool of Strategic Procurement – Make Vs Buy Decision
- Tool of Strategic Procurement – SWOT Analysis of the Purchase Function
- Tool of Strategic Procurement – Measure of performance of Purchase function

Second Day Second Half (1400 – 1800 hours): -

- Tool of Strategic Procurement – How to audit the procurement function?
- Tool of Strategic Procurement – Scientific Method of Vendor Assessment
- Tool of Strategic Procurement – Development of Strategic Procurement Plan (SPP)

Last Note: - *This is not soft skills training. This programme is for developing conceptual skills amongst procurement professionals. Therefore, routine training tools like games and role-plays will not be used.*

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**Details of 2-Day Training Programme on
“Evaluation Techniques for Capital Purchase” (Capital Budgeting)**

Introduction: - Efficient allocation of funds is one of the most important managerial decisions. This process involves the firm’s decision to invest its funds in long-term assets and other profitable activities. Such investment decisions are of great significance for the firm as they affect its wealth, influence its size, set the pace and direction of its growth and determine its business risk.

Objectives of this programme: - *Investment decisions involve the most efficient investment of the funds in long-term activities in anticipation of the expected flow of future benefits over a number of years.* In investment decisions, it is the flow of cash – outflow and inflow – and not the accrued earnings that are important. This training programme is developed to improve this understanding of the participants

Uniqueness of this workshop: - Most of the training programmes aim at improving the performance of the participants. *However, this workshop will help improve their potential.* Secondly, participants will get case studies that faculty has developed indigenously.

Day I (first half): -

- * Understanding the various costs
- * Concept of Total Cost of Ownership (TCO) and its applicability in capital purchase
- * Buy Vs Lease Vs Rent strategies
- * Factors to be considered while buying a Capital Equipment
- * Economic analysis of purchase of capital equipment
- * Types of Capital Purchases
- * Checklist for Selecting Suppliers of Capital Equipment

Day I (second half): -

- * Tools of comparison for cost analysis
- * What is the Indian scenario in Make Vs Buy decisions?
- * Make Vs Buy Decisions
- * Lease Vs Buy Decisions
- * Make Vs Buy Vs Rent decisions
- * Deciding between or among production systems
- * Calculation of Breakeven point

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Home assignment: - Based on the discussion on Day I, participants would be told to “create” case study. Please note, they will not be given any case study for solving but rather they have created it.

Day II (first half): -

- * Practice Examples on PBP, IRR, ARR, NPV
- * Types of Capital Purchases
- * Economic analysis of purchase of capital equipment

Day II (second half): -

- * Return on Capital Employed (ROCE) and its limitations

Suitability of the training: - Yes, the very nature of their job makes procurement professionals most suitable for this training. However, this training is also useful for all the decision-makers like Managing Directors, Directors, Admin Heads, Entrepreneurs, self-independent businesspersons and so on.

Topics that will not be discussed: - Since this training is for the senior-level participants or the decision-makers, concepts of inventory management like calculation of EOQ or demand forecasting will not be discussed.

What Participants need to bring along with them? - Each participant must bring with him/her at least two quotations that their supplier had sent them. To protect the identity, they may erase the name of the supplier. *They need to bring their own laptop.*

Eligibility Requirement of the participants: - Participants need not be engineers or finance professionals but then they need to put up with juggling with the numbers for two days. Therefore, the basic requirements are their numerical abilities. Secondly, basic competence in MS Excel is necessary.

ROI on Training

Revenue saved because of calculation of Break Even Point (BEP) is far greater compared with the cost of the training. Further participants' companies can accrue lifelong benefits when they use quantitative techniques to evaluate the effectiveness of purchase of the capital equipment.

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**Details of 1-day Training Programme on
“Evaluation Techniques for the Purchase of Capital Equipment”**

Introduction: - Efficient allocation of funds is one of the most important managerial decisions. This process involves the firm’s decision to invest its funds in long-term assets and other profitable activities. Such investment decisions are of great significance for the firm as they affect its wealth, influence its size, set the pace and direction of its growth and determine its business risk.

Objectives of this programme: - *Invest decisions involve the most efficient investment of the funds in long-term activities in anticipation of the expected flow of future benefits over several years.* In investment decisions, it is the flow of cash – outflow and inflow – and not the accrued earnings that is important. This training programme is developed to improve this understanding of the participants.

Major Programme Takeaway: - Based on the contents of the programme, participants can create their policy for the purchase of the capital equipment.

Details of Training Contents

To meet the above objectives, the following programme contents are included

First half: -

- * Types of Capital Purchases or Capital Equipment
- * Characteristics of Capital Equipment
- * Factors to be considered while buying a Capital Equipment
- * Checklist for Selecting Suppliers of Capital Equipment
- * Capital Equipment: Technical Factors Evaluation Sheet
- * Cost Comparison Sheet of Suppliers of Capital Equipment
- * Evaluation Technique of the Capital Equipment: Break-even Analysis
- * Break-even Analysis for Lease Vs Buy of the Capital Equipment

Second half: -

- * Evaluation Technique of the Capital Equipment: Payback Period (PBP)
- * Evaluation Technique of the Capital Equipment: Accounting Rate of Return (ARR)
- * Evaluation Technique of the Capital Equipment: Net Present Value (NPV)
- * Evaluation Technique of the Capital Equipment: Internal Rate of Return (IRR)
- * Standby Topic: - Return on Capital Employed (ROCE) and its limitations

Suitability of the training: - Yes, the very nature of their job makes procurement professionals the most suitable for this training. However, this training is also useful for all the decision makers like Managing Directors, Directors, Admin Heads, Entrepreneurs, self-independent businesspersons and so on.

Eligibility to attend the training: - This is a mathematics-oriented programme. Therefore, participants need to have above-average calculation abilities or numerical abilities. Secondly, participants need to be thorough with the basic functions of MS Excel.

The Requirement of the Laptop: - The numerical exercises given in the training need to be done on MS Excel. Therefore, each participant needs to have access to a PC or laptop.

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2-day Training Programme on Demand Forecasting

Introduction: - A forecast is what will occur in the future. A forecast of product demand is the basis for most important planning decisions. Planning decisions regarding scheduling, inventory, production, facility layout and design, workforce, distribution, purchasing and so on are functions of customer demand.

Objectives of the workshop: - By taking this 2-day training, participants will:

- Be able to understand the needs of forecasting
- Be able to identify the different types of forecasts
- Calculate the forecasts by using MS Excel or otherwise

Programme contents

First Day First Half: -

- Role of forecasting in Supply Chain Management (SCM)
- The features common to all types of forecasts
- Overview of Qualitative methods
- Overview of Quantitative methods
- Factors to be considered in the selection of forecasting method
- Forecasting process
- Some reasons of ineffective forecasting

First Day Second Half: -

- Time Series Methods
- Moving Average Method
- Weighted Moving Average Method

Home Assignment: - On completion of Day I of training, participants are to come up with a case study based on their regular work. *They will not be given any case study but they have to create the case study.*

Second Day First Half: -

- Exponential Smoothing
- Adjusted Exponential Smoothing
- Linear Trend Line

Second Day Second Half: -

- Forecast accuracy
- Cumulative error
- Forecast control

Requirement from participants: - Participants need not be engineers or finance professionals however; they need to put up with juggling with the numbers for complete two days. Therefore, we expect their familiarity with the numbers. *For speedy coverage of the topics, participants need to*

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bring their own laptops. On and above participants should have sufficient competence to operate MS Excel.

Topics that will not be covered: - Following are the advanced techniques of demand forecasting, therefore, these will not be discussed:

- Linear Regression
- Correlation
- Regression Analysis by using MS Excel
- Multiple Regression with MS Excel

ROI on Training

Benefits derived because of the reduction in inventory because of the improved demand forecasting are immense. These could be anything above 10 times the cost of the training.

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**Details of 2-day Training Programme on
“Excellence in Supply Chain Management”**

Introduction: - A supply chain encompasses all activities associated with the flow and transformation of goods and services from the raw materials stage to the end-user (customer), as well as the associated information flows. In essence, they are assets, information, and processes that provide “supply”. It is made up of many interrelated members, starting with raw material suppliers, including parts and components suppliers, sub-assembly suppliers, the product or service producer, and distributors, and ending with the end-use customer.

Objectives: - The objective of this 2-day training course is to give a holistic idea to the participants on direct and indirect costs associated with the Supply Chain Management (SCM)

Unique Programme Takeaways: - The participants who work in Purchase, Stores or Logistics will get insight on how to measure the performance of their department. The measurement of performance on various parameters will help them improve their efficiency. Many times, professionals working in Purchases or Logistics work as standalone entities. The second takeaway of this workshop would be a shift in mindset from working in a standalone department to understanding the concept of the “chain”.

Programme Schedule

First Day First Half: -

- What exactly is Supply Chain Management?
- Essential Definitions
- Recent Development of Supply Chain Management
- Responsive supply chain Vs Efficient supply chain
- The six drivers to measure costs involved in the Supply Chain Management (SCM)

First Day Second Half: -

- Cost measurement driver of supply chain – Facilities
- Cost measurement driver of the supply chain – Inventory
- Cost measurement driver of the supply chain – Transportation
- Cost measurement driver of the supply chain – Information
- Cost measurement driver of the supply chain – Sourcing
- Cost measurement driver of the supply chain – Pricing

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Second Day First Half: -

- What is the Bullwhip effect? What are the costs associated with the bullwhip effect?
- What is Supply Chain Operations Reference (SCOR)?
- Break-up of the various costs involved in end-to-end Supply Chain
- Transportation Metrics that Matter the Most

Second Day Second Half: -

- Calculation of Inventory Turnover Ratio (ITR) and days of supply
- Measurement of Supply Chain Performance
- How to measure business cycle or Cash to Cash (C2C) Cycle Ratio

Method of Delivery: - This is a highly interactive training programme. Participants will remain engaged in case studies, numerical examples, videos etc. Participants will be given a chance to come up with their case studies too.

Suitability of the Training Programme: - This training programme is suitable for Purchase Managers, Inventory Management, Vendor Managers etc.

Eligibility to Attend the Training: - In this training programme, participants will be given an international case study that requires high-level analytical skills. There will be numerical exercises too. Considering the analytical nature of the training, more than experience, participants are expected to have a high level of grasping power, good command over English and communication/presentation skills. Additionally, participants should have the ability to relate the learning with their workplace challenges.

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Details of 1-day Training Programme on “Excellence in the Supply Chain Management”

Introduction: - A supply chain encompasses all activities associated with the flow and transformation of goods and services from the raw materials stage to the end-user (customer), as well as the associated information flows. In essence, they are assets, information, and processes that provide “supply”. It is made up of many interrelated members, starting with raw material suppliers, and including parts and components suppliers, sub-assembly suppliers, the product or service producer, and distributors, and ending with the end-use customer.

Objectives: - By taking this 1-day training course, participants will have competence in:

- Understand the meaning of “supply chain” and “Supply Chain Management” (SCM)
- Know objectives of a supply chain
- Learn the activities involved in SCM
- Learn the process tools for SCM
- Learn how to measure supply chain efficiency

Unique Programme Takeaways: - The participants who work in Purchase, Stores or Logistics will get insight on how to measure the performance of their department. The measurement of performance on various parameters will help them improve efficiency. Many times, professionals working in Purchase or Logistics work as a standalone entity. The second takeaway of this workshop would be a shift in mindset from working in a standalone department to understanding the concept of the “chain”.

Suitability of the workshop: - Measurement of efficiency is generally a manager’s job. Therefore, this workshop will be useful for the heads of Procurement, Supply Chain, Marketing etc.

Eligibility for the Training: - In this training, international case studies will be discussed that require mathematical orientation. Therefore, participants are expected to have high-level numerical skills.

Workshop methodology: - The workshop will have all the adult learning methods. Participants will be shown videos on modern supply chain practices. In addition to this, there will be group discussions, case studies, numerical exercises etc.

Programme Schedule

Scroll down to the next page.

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Programme Schedule

First Half: -

- What exactly is Supply Chain Management?
- Essential Definitions
- Recent Development of Supply Chain Management
- The Key Principles of Supply Chain Management
- Risks associated with the supply chain and how to manage them
- Coordination in the Supply Chain and how it reduces the supply chain costs
- What is the Bullwhip effect? How does it impact the Supply Chain?

Second Half: -

- What is Supply Chain Operations Reference (SCOR)?
- Break-up of the various costs involved in end-to-end Supply Chain
- How to shift thinking from a standalone Purchase Manager to the Supply Chain Manager?
- Transportation Metrics that Matter the Most
- Impact of price discounts or marketing promotion on the supply chain

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Details of 1-day Training Programme on “Legal Aspects of Purchasing”

Introduction: -

Every organisational entity, whether operated for profit or not, must purchase goods and/or contract for services to meet the needs of its customers, clients, and stakeholders. As a result of the dynamics that occur in this process, the potential for buyer-supplier conflict is extremely high and is a very common occurrence. Proper anticipation, assessment, and management of buyer-supplier conflict can lower the cost of conflict and improve the efficiency and effectiveness of an alliance.

Objectives of the Training Programme: -

The costs associated with buyer-supplier conflict include lost productivity, strained relationships, poor resource utilisation, and unfulfilled potential of the joint activities undertaken by the buyer and supplier in support of the relationship. The objective of this training programme is to improve the productivity of the procurement personnel by making them aware of the legal aspects of the procurement function.

Unique features of the Training Programme: - In this training programme, an exhaustive discussion will be done on Terms and Conditions of Purchase Order (PO) while taking suppliers on board. Participants will also get a guide on the Terms and Conditions.

Training Methodology: -

Adult learning tools will be used in the training. It will have a combination of videos, slides, group discussions, brainstorming, and case study examples that will be used within each module.

Detailed Programme Contents

First Day First Half: -

- Introduction to Contracts
- Introduction to Indian Contracts Act (ICA), 1872
- Discussion on court cases handled under ICA, 1872
- Disputes while managing contracts
- How to Prepare Contract Management Plan

First Day Second Half: -

- Disputes between and buyer and supplier
- Case laws on Disputes between buyer and suppliers
- How to make comprehensive Terms and Conditions of the Purchase Order (PO)

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Programme Structure: 2-days Training on “Contract Negotiation, Drafting & Management”¹

Introduction: - Contracts, dating back thousands of years, is one of the oldest features of trading relationships. During the intervening time, contracts have undergone a radical transformation from a document to a tool for business optimization. Modern contracts are viewed and defined in a variety of forms due to the wide-ranging scope of a contractual relationship. The scope of contracts can vary from the simplest of transactions to the most complex transactions possible involving considerable funds and many parties. In its broadest sense, contracts are agreements that define relationships between two or more parties.

Training Programme Objectives: - These are as below:

- Learn what are contracts, Contract Lifecycle Management etc
- Learn legal issues involved in contract through past court cases
- Learn when to handle contract on one’s own and when to outsource
- Learn why disputes occur in the course of contracts and how to resolve them
- Learn how to develop a collaborative relationship with contractors
- Learn what are the major KPIs in contract management
- Learn the importance of correspondence in contracts
- Learn how to develop Contract Management Plan (CMP)
- Learn the importance of Negotiations in the contracts

Unique Programme Takeaways: - *However elusive it may appear; the quintessence of this training programme will lie in the creation of the flawless contracts.* By incorporating tools and techniques of contract management mentioned in this training, participants are expected to:

- a) Improve the quality of the contract document
- b) Because of the improvement in the quality of the contract, disputes with the contractors are expected to be reduced.
- c) Because of the reduction in the number of disputes, time overrun in the completion of the project is expected to reduce, which in turn improves the profitability of the organisation.
- d) Because of the reduction in disputes, time spent in negotiations will reduce, which in turn improves the productivity of the contract management personnel.

Eligibility for Participation: - This is a managerial-level programme. Nevertheless, managers or non-managers, participants are expected to have good command over English, good understanding of the procurement or commercial practices. They should have good communication skills so that they can participate in the role plays.

Programme Contents

Please scroll down to the next page.

¹ The training programme contents are tentative. These could be changed after pre-training activities.

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Programme Contents

First Day First Half: -

- Introduction to Contracts
- Introduction to Indian Contracts Act (ICA), 1872
- Discussion on court cases handled under ICA, 1872
- Make Vs Buy Analysis in Contracts
- ABC Analysis – Tool of Make Vs Buy Analysis
- Kraljic Matrix – Tool of Make Vs Buy Analysis

First Day Second Half: -

- Disputes while managing contracts
- Introduction to Collaboration
- Benefits of collaboration in contract management
- KPIs used in Contract Management

Second Day First Half: -

- Communication while managing contracts
- Drafting the agreement
- Discussion on Contract Management Plan

Second Day Second Half: -

- Negotiations in Contract Management
- Qualities of good negotiator
- Styles of negotiation
- Do's and Don'ts of negotiations

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Details of 1-day Training Programme on “Vendor Quality Management for Zero Defects”

Introduction: -

Vendor Quality Management is all about efficient production of materials while minimising adverse events. A supplier that performs well, quickly communicates non-conformances or deviations, responds to audit or report requests, relays process/equipment changes and, among many other areas, meets delivery requirements.

Quest for zero rejection in every operation and service is our mission. Over a period of time, complacency creeps in every organisation. Delivering products with high quality - defined as “meeting specifications at the lowest possible cost” is a top priority for manufacturers and service providers.

Major Programme Takeaway: - The training programme will have a reasonable number of numerical calculations. These calculations will help the participants to hone their skills in the respective areas of discussion. Secondly, participants will get a well-researched document on the “Supplier Quality Management Questionnaire”. This questionnaire will be helpful to the participants while taking suppliers onboard or purchase of the additional material from the existing supplier.

Suitability of the Training Programme: - This training programme is suitable for the professionals who work in Purchase, Production, Quality departments. This training is most suitable for people who are involved in vendor management and vendor development.

Requirements from the Participants: - Participants should have some awareness of the concepts of quality. Secondly, participants need to have a good command over English and good numerical abilities as the training programme will have normal numerical calculations.

Training Programme Contents

First Half: -

- Introduction to Quality Management
- The dimensions of Quality
- Quality Planning, Control and Improvement
- Concept of Zero Defects
- Zero Defect Analysis
- Quality and financial performance
- Poka Yoke

Second Half: -

- Tool of Vendor Quality Management – Vendor Assessment
- Tool of Vendor Quality Management – Post-project evaluation of the vendors
- Tool of Vendor Quality Management – KPIs to Monitor Vendor Performance
- Tool of Vendor Quality Management – Supplier Quality Management Questionnaire

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Programme Structure for 1-day Training Programme on VA & VE

Introduction: - Value Analysis (VA) is concerned with **existing products**. It involves a current product being analysed and evaluated by a team to reduce costs, improve product function or both. Value Analysis exercises use a plan which, step-by-step, methodically evaluates the product in a range of areas. These include costs, function, alternative components and design aspects such as ease of manufacture and assembly. In contrast, with VA, Value Engineering (VE) is concerned with **new products**. It is applied during product development. The focus is on reducing costs, improving function or both, by way of teamwork-based product evaluation and analysis. This takes place before any capital is invested in tooling, plant or equipment.

Objective: - To acquaint participants with the basic methodology of VA and its practical approach for implementation.

Programme Coverage: - The topics covered are as below:

First half: -

- What is VA and its uses
- What is Value Engineering?
- Difference between VA and VE
- Examples of VA
- What is value?
- Performance and Value
- What is Function and verb-noun concept of function
- Classification of function

Second half: -

- Unnecessary costs
- Organisation of VA team
- Techniques of Value Analysis
- VA Job Plan
- Checklist to stimulate the creative ideas
- Exercises on VA

Suitability of the Training Programme: - This training programme is suitable for persons working Production, Purchase, Quality, R & D and other departments.