



# Lean Manager Certification Program

## BACKGROUND

Lean is a philosophy, a way of life which espouses *“Doing More and More with Less and Less”*.

The **lean paradigm** focuses on making the **most effective use of available resources** (man, machine, material, information) and this is measured through the parameters of **Productivity, Quality, Cost, Delivery, Safety and Morale**.

## ABOUT THIS PROGRAM

The founding fathers, Toyota, believe in the kaizen way of implementing Lean and our program follows this same path based on the Zen saying:

*“If you do not understand, it does not change anything,  
if you understand, it does not change anything”*

The **only way to change anything for the better is by doing** and hence this program believes in **“Learning by Doing”**. The participants are expected to apply their classroom learning of concepts, tools and techniques **during the program itself** by diagnosing current problem areas in their workplace, taking up and **completing at least one significant process improvement giving tangible results**. The course is therefore split into three logical modules with about 7-10 days gap between each of them to facilitate practical implementation.

- Module 1 – Current state assessment, diagnosis of problems and constraint areas
- Module 2 – Doing improvement in problem areas & verifying results
- Module 3 – Standardization and how to sustain improvements in the long term

**KIAPs vastly experienced lean experts will guide and vet the projects and participants will have to present their progress at each succeeding session – this will include photographic/ video graphic evidence of the project taken up.**

Through this course design, the organization also benefits and **gets immediate payback of the fees paid** for the program!

## WHO CAN ATTEND THIS PROGRAM

Participants should fulfil one or more of the following criteria

- Entrepreneur / Business Owner
- SBU / Factory Head / Operations Head
- Responsible for Business / Operations Excellence Initiative of the organization

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## LEAN Manager Certification Program - Modules

MODULE 1 - (2 days)	MODULE 2 - (2 days)	MODULE 3 - (2 days)
On completion, the participants should be able to		
<ul style="list-style-type: none"> <li>✓ Develop understanding of Lean and Kaizen philosophy</li> <li>✓ Diagnose problems and draw up a roadmap for improvement</li> </ul>	<ul style="list-style-type: none"> <li>✓ In depth understanding of tools required to improve processes</li> <li>✓ Ability to do kaizen to improve processes using these tools</li> </ul>	<ul style="list-style-type: none"> <li>✓ Understand how to stabilize and standardize improved processes</li> <li>✓ Lead teams for implementing change</li> </ul>
Focus on Topics		
<p><b>Building blocks of Lean – Foundation, Assessment &amp; Diagnosis</b></p> <ul style="list-style-type: none"> <li>▶ Lean Paradigm Kaizen Philosophy</li> <li>▶ Understanding Value and Waste – Muda, Muri and Mura</li> <li>▶ Identifying wastes in a process – Gemba observation</li> <li>▶ Lean Assessment - Value Stream Map, Material Flow Diagram, OEE</li> <li>▶ Drawing up a lean roadmap</li> </ul>	<p><b>Lean tools to achieve operational excellence</b></p> <ul style="list-style-type: none"> <li>▶ Product / Service Process Analysis</li> <li>▶ Creating flow and Layout design</li> <li>▶ Cycle time reduction through workstation design &amp; Line balancing</li> <li>▶ Breaking batch size through SMED</li> <li>▶ Basic Problem Solving techniques</li> <li>▶ Kaizen – key concepts</li> </ul>	<p><b>Standardization &amp; Sustenance</b></p> <ul style="list-style-type: none"> <li>▶ Standardization</li> <li>▶ 5S &amp; visual management</li> <li>▶ Autonomous &amp; Planned Maintenance</li> <li>▶ Pull based planning &amp; scheduling (kanban)</li> <li>▶ Leading people to implement change</li> </ul>
Assignment		
In one product / service stream, assess the current state and draw Lean Roadmap identifying opportunities for improvement	Take up one project from the roadmap, do improvement (kaizen) using relevant tools and verify results	Test, participant's project presentation and grading

## CERTIFICATION

Only those participants who successfully complete the course by passing test and project assessment will be certified as Lean Managers

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## PROGRAM FACULTY

<b>Ganesh Mahadevan,</b>	A Metallurgical Engineer (IIT-B) and MBA in Operations (NITT), is a Director in KIAP. An eight year stint in Hindalco & Pyrotek was followed by four years in the Management Consulting Services of Deloitte. Since 2007 he is with KIAP, focussing on Operations Excellence, through Kaizen and Lean across varied industry sectors. He has also lead cluster implementations in engineering MSMEs under the NMCP program and bulk drug units through GTZ-SIDBI's SMEFDP.
<b>Lt Col. B Ankaiah (Retd.)</b>	A Mechanical Engineer and PG in Industrial Engineering from NITIE Mumbai. After serving in Indian Army in Technical Services (Corps of EME) for 21 years, he worked in senior management positions at Gulf Oil, AGI Glaspac and HBL Power Systems for about 15 years. Since 2011, he is engaged in training and implementing of Lean Manufacturing and currently working in two MSME clusters in Hyderabad under Government of India's NMCP program.
<b>Dr. Y. Ramakrishna,</b>	Associate Professor in Vignana Jyothi Institute of Management is a Doctorate in Supply Chain Management from JNTU, Hyderabad. He served in Mineral Exploration Corporation Limited (MECL), A Government of India Enterprise for about 12 years prior to his teaching career. He possesses rich experience in the implementation of Lean techniques, TQM, TPM and Process Improvement strategies.
<b>Mr.T.N Ramakrishnan,</b>	An electrical engineer, is a TPM specialist working with KIAP since 2011. Starting his career as a shop floor maintenance engineer in MRF, he was trained in TPM and became the Corporate resource for implementing the same in the group factories. He retired after guiding two factories of MRF to the prestigious <b>JIPM award</b> .
	Other experts from KIAP may also take sessions on specific tools

## PROGRAM FEES

The fees for this program of four weeks duration with 6 days of class room contact with the faculty is Rs.25, 000/- + Service Tax extra as per prevailing rate. The fees includes training material & hospitality at the training venue

## REGISTRATION AND FURTHER DETAILS

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