



Executive Development Programme

Performance Evaluation for Benchmarking

18 - 20 September 2014
BIMTECH Campus, Greater Noida

Background

In the present age of globalization, efficient utilization of resources is becoming more and more important for firms to survive and prosper in the face of intense competition from both domestic and foreign firms. The usual measure of efficiency often relies on a single indicator like output per worker or business per employee. While easily understood as a convenient measure of performance, it fails to account for the use of other inputs (like materials, energy, and capital) that contribute to the output and constitute the bulk of the production costs of a firm. It is imperative that a comprehensive measure of performance includes all the relevant factors that are important for production.

In evaluating the performance of a business the owners or the managers would typically like to know:

- Is the company making the best use of the resources?
- Is it possible to produce more from the same input bundle? If so, which outputs and how much more?
- Can the firm economize on the resources used? If so, which inputs and by how much?
- Is the firm's input-mix consistent with the relative prices of the inputs? If not, which input should be substituted and for what?
- Is the firm of the right size? If not, is it too big or too small?
- Would a potential merger with another specific firm enhance the efficiency?

The list goes on. This workshop should enable the participants to answer such questions in light of actual data from the firms and the industry concerned.

Objective

The objective of this workshop is to provide the participants with conceptual foundations of productivity and efficiency from the perspective of production economic theory and also to show how one can use real life data from the actual operations of private and public sector firms to measure and compare performance of different firms from an industry.

Although the optimization technique of Data Envelopment Analysis (DEA) applied to measure efficiency uses the method of Linear Programming (LP), the primary emphasis will be on economic intuition and understanding. The technical details will be kept at a minimum and the focus will be on learning.

- How to conceptualize, formulate, and solve a performance evaluation problem as an LP problem;
- How to set up a benchmark for evaluating the performance of a firm;
- How to interpret the results and identify the extent of underutilization of inputs and/or underachievement of feasible output targets;
- How to identify the influence of external factors on efficiency; and
- How to measure changes in productivity over time.?

Given the emphasis on practical applications, an important component of this workshop will be hands on tutorial sessions on how to solve the different DEA problems using the Excel Solver software. While the demonstrations will use data sets provided by the instructor, participants will be encouraged to bring their own data sets so that they can learn how to apply the tools learnt in the course of lectures to answer questions that they can easily relate to.

Contents

- Benchmarking and Performance Measurement:
- Productivity, Efficiency and Data Envelopment Analysis
- Measuring Input and Output-Oriented Technical Efficiency
- Variable Returns to Scale and Scale Efficiency
- Measuring "Shadow Prices" of Inputs and Outputs
- Incorporating Input and Output Orientations in a Single Model: A Generalized Measure of Efficiency.
- Cost Minimization and Cost Efficiency
- Decomposition of Cost Efficiency: Allocative and Technical Efficiencies.
- A Post-DEA Statistical Analysis
- DEA in Marketing: An application to organized Pharmacy retail store.
- Finding excess inputs used and shortfall on outputs.

For Whom

The workshop should be useful for both

1. Practical analysts from Business and Industry
2. Academic Researchers from University/Institutions
3. Working Professionals from Non-profit agencies; Financial Institutions, and Government Departments.
4. Sourcing Entrepreneurs.

Target Groups

- Working area: Executives & Managers working in Strategic decision makers.
- Services Management & Engineering
- Logistics & Commercial Managers.
- Retail Operations.
- Sales & Supply Marketing & Distributions.
- Supply Chain Business Development.
- Procurement & Vendor Development.
- Academics: Faculty who is into Research OR in Operations related area OR Marketing & Strategies.

Benefits

On completion of the programme the participant can measure the efficiency and ready to apply the benchmarking technique to a wide variety of decision making units including business firms, non-profit agencies (like Schools & Hospitals); Financial Institutions, and Government Departments.

Pedagogy

The thrust would be to provide conceptual background, best practices related to implementation by class room lectures & discussions, presentation of international best practices and case studies, followed by Practical Lab to understand the practical implementation of the same.

Programme Director & Programme Coordinator:

The programme will be Directed by **Prof. (Dr.) G.N. Patel** & Coordinated by **Mr. Madanpal**.

Venue

The program would be conducted at campus of BIMTECH located at about 35 Kms from New Delhi Railway Station and 55 Kms from Delhi Airport. Taxis and Auto rickshaws are available from Railway Station & Airport.

Registration Fees:

Interested participant need to fill up the enclosed Registration form. The program fee is Rs. 5000/- (Non-Residential). The Institute can provide boarding & Lodging on twin sharing basis

in BIMTECH Campus OR arrange suitable accommodation in near by Guest Houses on payment basis. The Registration Fees covers Kit, Reading Materials, two times Tea/Coffee & Lunch.

Note:

- An early bird discount of 20% is admissible on fee, if Registered on or before 30th June, 2014.
- 10% discount is admissible on fee, if Registered on or before 31st July, 2014.
- For more than 2 participants from same organization, 15 % discount is admissible on Registration Fee, if Registered on or before 10th August, 2014.

Mode of Payments:

The fee should be send by Demand Draft/Cheque drawn in favour of **"Birla Institute of Management Technology"** on any scheduled bank, payable at Greater Noida/Noida/New Delhi.

For Bank Transfer, the detail is given below:

Name of A/c Holder

BIRLA INSTITUTE OF MANAGEMENT TECHNOLOGY

Account Number

604302010004966

IFSC Code

UBIN0560430

Bank Name

UNION BANK OF INDIA

Address

KNOWLEDGE PARK-II, GREATER NOIDA

Note: The duly filled in form along with the requisite fee should be send by 10th September, 2014 & all correspondence should be address to:

Mr. Madanpal

Programme Coordinator

Birla Institute of Management Technology

Plot No.-5, Knowledge Park-II, Greater Noida – 201 306

Mob.: +91-9971355808,

Tel: 0120-2323001-10 (Extn.- 379)

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E-mail: madan.pal@bimtech.ac.in





Birla Institute of Management Technology (BIMTECH) is known for its own state of the art quality education system. Located in the National Capital Region, having fully residential campus, it offers a highly conducive learning environment, interaction with industry-academia mix professors, proximity to the strategy makers of the industry and practitioners of the service and manufacturing conglomerates, together with exposure to the international universities and companies. It enjoys an enriched and radiant alumni base spread all-over the globe.

Birla Institute of Management Technology was established in 1988 under the aegis of the Birla Academy of Art and Culture. The Institute is supported by B.K. Birla group of companies. Dr. (Smt.) Sarala Birla, Chairperson of Birla Academy of Art and Culture and Smt. B K Birla, Chairperson of B K Birla Group of companies are the founders of the business school. It has progressed from a modest start to the 15th rank in India among Indian B-Schools. The Board of Governors headed by Mrs Jayshree Mohta, Vice Chairperson – Birla Academy of Art and Culture, Kolkata comprises eminent personalities from industry.

BIMTECH is a mini India in its structure every year. It has students coming from almost all the states of India, and also from foreign countries. It is the mix of nationalities, cultural backgrounds, academic and professional experiences, that makes BIMTECH one of the most exciting and enriching business schools in the country.

India is indicating strong growth in its economy. Delhi (National Capital Region) is the trigger of this growth. At the capital, the industrial and economic policies are framed, Industry Associations' meet, and CEOs' evenings are all realities and not just media news. It is also one of the cultural convergence centres of India for both national and international platforms. The location of such importance is an asset for the Institute's exposure to the real-life learning and development of national and global networking.

The programmes offered at BIMTECH have very strong base of academic seriousness and industry interaction. They are designed and reviewed in consultation with industry experts and delivered by an excellent team of faculty, who are known for their dedication to teaching and research, with close ties to the national and international, academic and business community. The programmes promote close academic industry linkage in a highly conducive learning environment.

The team of core, adjunct and visiting faculty from India and abroad offers quality knowledge sharing on various aspects of business, business leadership, and entrepreneurship. The international academic partners of BIMTECH provide for students a wider platform, to experience international academic environment and prepare them for global leadership. The teaching and research projects in the new economy areas are the latest efforts and developments which have overwhelming support and response from the government bodies and national and international institutions and industry.

For participation or any other query

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Excellence with Values

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Performance Evaluation for Benchmarking

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BIMTECH Campus, Greater Noida

Name(s) & Designation of Participant(s):
1 _____
2 _____
3 _____
Name & Address of Organization: _____

Landline: _____ Mobile: _____ Fax : _____

E-mail : _____

Details of payment: Demand Draft or Bankers Cheque Payment to be made in the name of "Birla Institute of Management Technology" payable at Greater Noida / Noida / New Delhi.

Name of Payee Bank & Branch _____

Draft/Cheque Number _____ Date _____

Amount (Rs.) _____ (in words) _____

Participation Fee :

Interested candidates need to fill up the enclosed Registration Form. The course fee is Rs. 5,000/- (Non-Residential). This fee does not include local/outstation travel. However, Institute can provide boarding & lodging on twin sharing basis in BIMTECH Campus or arrange suitable accommodation in near by Guest Houses.

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Last date of receipt of registration form and the draft for the course fee is 10 September 2014.

- Please note that the delegate fee includes the Programme Kits, Study Material, Tea/Coffee & Lunch.

(For more copies, please duplicate it.)

The Registration Form along with Demand Draft/Cheque for course fee to be sent to:

Madanpal

Programme Coordinator

E-mail: madan.pal@bimtech.ac.in

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