

Two day workshop on Balanced Score Card

September 11th-12th, 2009

Organized by
National Centre for Quality Management
Mumbai

Need For Balanced Score Card

The balanced scorecard initiative was proposed by Robert Kaplan, professor of accounting at Harvard Business School, and David Norton, president of Renaissance Strategy Group, a consulting firm. The advantage of this initiative is its comprehensiveness in measuring various dimensions of business and the way it translates corporate strategic objectives into 'a coherent set of performance measures.'

Measurement focuses on four dimensions of business, viz. financial indicators, customer performance, internal processes and innovation & learning. By selecting a limited number of critical indicators under each perspective the scorecard helps focus the strategic vision.

The type of scorecard approach used will depend on the nature of the organization and the business it is in. Manufacturing businesses would adopt a different approach, for example, from service industries. According to Michael Morrow, a consultant at KPMG, the balanced business scorecard is now widely used as a framework for the whole business. The first significant application in Europe was by AerLingus and the largest to date is Nat West. The balanced business scorecard initiative aims to provide performance measures at strategic level, business unit level, process level and individual level.

Objectives

Staff appraisals are conducted in many organizations. The objective of such appraisals should be to motivate behaviour leading to continuous improvement. Speaking to many business executives, they feel in most cases the staff appraisals are ineffective because they are not done properly. Some staff find them very intimidating 'corporate rituals' they have to go through annually.

The objective of this workshop is to prepare the Corporate Managers, particularly senior Managers, to introduce this unique BSC intervention to not only sound fair in their judgement for the staff appraising process but also to reward people on basis of measured performance.

Methodology

The topics will be covered in 12 hours spread over two days involving lecture & interaction to improve understanding, sharing of live experiences of learning and exercises to strengthen learning through workshop style. Appropriate timely feedback will be collected from the participants to ensure that the learning has been received in a way that implementation at the workplace becomes easier.

Who Should Attend The Training?

Programme is specially designed for Directors, Vice-Presidents, CEO's, General Managers, Division Head and Senior Managers managing people and who are responsible for showing performance results. HRD Professionals at all levels must attend this Workshop.

Contents

- ❖ Measuring and Management in the Information Age
- ❖ Why does Business Need a Balanced Score Card?
- ❖ Measuring Business Strategy:
 - ✓ The Financial Perspective
 - ✓ The Customer Perspective
 - ✓ The Internal Business-Process Perspective
 - ✓ The Learning and Growth Perspective
- ❖ Linking Balanced Score Card Measures to your Strategy

- ❖ **Managing Business Strategy:**
 - ✓ Achieving Strategic Alignment – From Top to Bottom
 - ✓ Targets, Resource Allocation, Initiatives, and Budgets
 - ✓ Feedback and the Strategic Learning Process
- ❖ **Building a Balanced Score Card for your Organization**
- ❖ **Implementing a Balanced Score Card Management Program in your Organization**

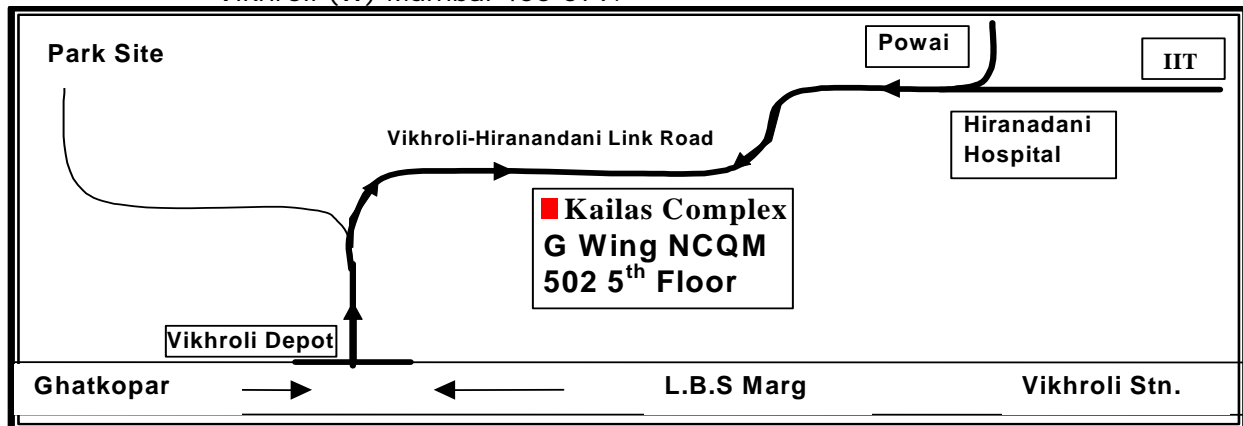
Timing : Registration : 09.00 hrs. (First Day)
Sessions : 09.15 hrs to 17.00 hrs

Fees : Rs. 5,000/- per participant
Rs. 4,500/- per participant (for NCQM Members and group registration of 3 or more participants)
Plus Service Tax 10.3%

Registration on first come first basis

(Fee include course material, cost of certificate, lunch, tea/coffee)

Venue : NCQM Learning Centre, 5th Floor, G-502,
Kailas Complex, Vikhroli – Hiranandani Link Road,
Vikhroli (W) Mumbai 400 079.



Registration

Please send nominations accompanied by workshop fee in favour of **National Centre for Quality Management** by demand draft / Cheque payable at Mumbai,

To,

Programme Co-ordinator

National Centre for Quality Management

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Faculty

Mr. Gopal Sehjpal

Mr. Gopal Sehjpal is having more than 45 years of experience which includes, sales, administration, HRD management, Consulting, Training & Education field.

He has worked with KODAK in India, and also headed the human resources department of the company.

He holds Master Degree in Philosophy and Diploma in Personnel Management.

He is Lead auditor for QMS: ISO 9001, Certified Quality Manager, Certified Management Consultant, Trainer, Consultant and Visiting Faculty for various Management Colleges, prominent being NMIMS University.

He has Conducted more than 200 Training Programmes in leading companies in India, Bangladesh and Kenya.

He is sustaining member of National Centre for Quality Management