

# Management Development Programmes 2011 - 2012



Indian Institute of Management Kozhikode



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**Sudershan Kuntluru**, Ph.D. (Osmania University)

**Sukumaran Bhaskaran**, Ph.D. (Monash)

**T N Krishnan**, Fellow (IIM Ahmedabad)

**Thangamani G**, Ph.D. (IIT Madras)

**Varsha Singh**, Ph.D. (IIT Mumbai)

**Venkat Raman G**, Ph.D. (Peking University)

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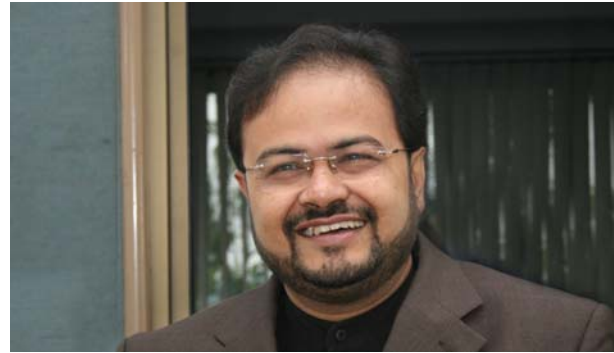
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## PROGRAM LIST

Program Title	Date	Program Title	Date
<b>APRIL 2011</b>		<b>APRIL 2011</b>	
Renewable Energy: Opportunity of the Century	April 4-8, 2011	Lean Manufacturing and Beyond	September 19-22, 2011
Compensation Strategy in HRM	April 8 -10, 2011	Strategic Analysis for Managers	September 26-28, 2011
Nationwide Branding	April 14-16, 2011	The Other 99%: A Leadership Clinic	September 27-30, 2011
Effective Hiring Skills	April 18-20, 2011	<b>OCTOBER 2011</b>	
Leading Schools	April 21-23, 2011	Accelerating Sales Force Performance	October 12-14, 2011
General Management Program for Middle Level Managers	April 25-30, 2011	Developing and Managing Business across Cultures	October 17-20,2011
Multivariate Data Analysis	April 25-29, 2011	<b>NOVEMBER 2011</b>	
Project Management	April 27-30, 2011	Pricing: The right way	November 2-4, 2011
<b>MAY 2011</b>		Changing the Game:Dicision Making through Research	November 10-12, 2011
Business Intelligence	May 11-13, 2011	Organizational Behavior inputs for Enhancing Employee	November 23-25, 2011
Problem Solving And Decision Making	May 18-20, 2011	Performance and Humanistic Orientation in Workplace	November 28-30, 2011
Corporate Governance	May 25-27, 2011	Essentials of Doing Business in China	November 30-December 3, 2011
<b>JUNE 2011</b>		Timeless Leadership: Discover your Leadership DNA	
Human Capital Metrics and Valuation	June 2-4, 2011	<b>DECEMBER 2011</b>	
Business Forecasting	June 8-10, 2011	Managing Service Operations in HealthCare	December 5-7, 2011
Micro Analytics	June 15-17, 2011	Marketing Essentials for IT Professionals	December 7-9, 2011
Operational Excellence through Lean Six Sigma	June 20-23, 2011	Legal Aspects of People Management	December 12-14, 2011
Marketing Strategy Laboratory	June 27-30, 2011	Predictive Analytics for Business Decision Making	December 14-16, 2011
<b>JULY 2011</b>		Service Excellence through Customer Orientation	December 14-16, 2011
Business Strategy Simulation	July 6-9, 2011	<b>JANUARY 2012</b>	
International Financial Reporting Standards	July 7-9, 2011	Rural Marketing	January 9-11, 2012
Marketing Research for Frontline Managers	July 7-9, 2011	Practices in Logistics and Supply Chain Management	January 16-18, 2012
Performance Management	July 8-10, 2011	Unscrambling Data and Intelligent Decision	January 18-20,2012
Introduction to Business Data Analytics	July 11-13, 2011	Making with Quantitative Methods – Module 1	
Accelerating Sales Force Performance	July 14-16, 2011	The Other 99%: A Leadership Clinic	January 19-21, 2012
<b>AUGUST 2011</b>		Becoming & Being Leaders-A Programme for Young– Leaders	January 23-25, 2012
Social Media and Consumer-driven Marketing	August 3- 5, 2011	in the Making	
Managing Growth for Small & Medium Business	August 17-19, 2011	Personal Innovation, Creative Thinking and Decision Making	January 23-25, 2012
Enterprise 2.0 : Knowledge Management in the Smart Enterprise	To Be Announced	<b>FEBRUARY 2012</b>	
<b>SEPTEMBER 2011</b>		Operations Strategy	February 8-10, 2012
Evaluating Financial Performance through Financial		The Other 99%: A Leadership Clinic	February 9-11, 2012
Statement Analysis	September 1-3, 2011	Selling to Major Accounts	February 15-17, 2012
Strategic Marketing for Growing Brands	September 7-9, 2011	Unscrambling Data and Intelligent Decision Making With	
		Quantitative Methods – Module 2	February 20-22, 2012
		<b>MARCH 2012</b>	
		Spreadsheet Modeling for Financial Decision Making	March 12 - 14, 2012

## DIRECTOR'S MESSAGE



Over last 15 years, Indian Institute of Management Kozhikode has made rapid strides in all-round academic activities and has emerged as the fastest to grow in size and stature. IIM Kozhikode has been recently ranked No. 4 in the country and No. 1 in South India in the top B-school rankings published by Business World and Indian Express recently. With the idea of 'Globalizing Indian Thought', the Institute has now slated to make big leaps in geographies outside India while continuing to serve the economy and industries at home.

Executive education including short-duration executive development and training is gathering significant momentum at IIM Kozhikode as education offerings such as post-graduate programs and doctoral programs have established strongly. A large number of organizations and executives are discovering the institute campus as ideal place to reflect and rejuvenate mentally and emotionally.

It's a great pleasure to share this years' catalogue of our research-based open-enrolment programs designed across domains, levels of responsibilities and sectors. With over 150 days of learning opportunities we present our largest set of MDPs thus far in the form of pre-designed training programs. Our faculty can also help you assess training needs and design tailor-made programs, should you so desire. With pioneering strength in technology-based executive education via satellite studio, programs can be designed in various learning formats – on-campus, online and combination sandwich designs.

I invite you to sample the unique MDP experience at IIM Kozhikode.

A handwritten signature in black ink that reads "Debashis Chatterjee". The signature is fluid and cursive, with the first letter 'D' being particularly large and stylized.

**Debashis Chatterjee**  
Director



## ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCES

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
Compensation Strategy in HRM	Prof. Manoranjan Dhal and Dr. Anand Dasgupta	April 8-10, 2011	-	28500	8
Effective Hiring Skills	Prof. Manoranjan Dhal	April 18-20, 2011	28500	23000	8
Leading Schools	Prof. Debashis Chatterjee	April 21-23, 2011	19500	16500	8
Performance Management	Prof. Manoranjan Dhal and Dr. Anand Dasgupta	July 8-10, 2011	28500	23000	9
The Other 99%: A Leadership Clinic	Prof. Debashis Chatterjee	September 27-30, 2011	-	TBA*	10
Organizational Behavior Inputs for Enhancing Employee Performance and Humanistic Orientation in Workplace	Prof. Badrinarayan Shankar Pawar	November 23-25, 2011	28500	23000	11
Timeless Leadership: Discover your Leadership DNA	Prof. Debashis Chatterjee	November 30-December 3, 2011	49000	41500	11
Legal Aspects of People Management	Prof. Manoranjan Dhal	December 12-14, 2011	28500	23000	12
The Other 99%: A Leadership Clinic	Prof. Debashis Chatterjee	January 19-21, 2012	-	TBA*	10
Becoming & Being Leaders-A Programme for Young- Leaders in the Making	Prof. Unnikrishan K Nair	January 23-25, 2012	28500	23000	13
The Other 99%: A Leadership Clinic	Prof. Debashis Chatterjee	February 9-11, 2012	-	TBA*	10

\* To Be Announced

# COMPENSATION STRATEGY IN HRM

Programme Date: April 8-10, 2011

Last Date: March 30, 2011

Location: Bangalore

## OVERVIEW

Compensation Strategy is one of the most important strategies in the HRM Function as it influences the costs of the organization and potential bad decision can lead to very serious damages to the organization. The compensation and benefits strategy is derived from the overall HRM Strategy and it has to be fully aligned. When the HRM Strategy sets the main objectives for the HRM Function, the compensation and benefits strategy has to follow. When the overall HRM Strategy states the low cost of services and employees, the compensation and benefits strategy cannot target the highest salaries at all levels.

The compensation and benefits strategy sets the position of the organization on the job market and defines the items in the total cash in the organization and their role. The role of different components of the compensation is very important as the role of the compensation components can differ. For example, the role of bonuses can be primarily in performance reward or the retention of the employees and the organization has to decide. The compensation and benefits strategy has to reflect the reality in the industry and the surrounding job market.

The compensation strategy needs a strong support from the top management as it sets strong limits to the daily

operation of the line management and they usually do not fully agree with all the aspects included in the compensation and benefits strategy.

## THE LEARNING COMPONENTS

1. **Module I:** Job Evaluation-traditional and new techniques-performance appraisal-basic concepts-performance standards-appraisal methods

2. **Module II:** Compensation-definition-classification-types-incentives-fringe benefits-wages-theories-wage structure-wage fixation-wage payment- salary administration.

3. **Module III:** Wage Boards-Pay Commissions- managing the compensation system -compensation management in Multi National Corporations (MNCs).

## PARTICIPANTS PROFILE

HR-Managers from Public and Private Sectors

## FACILITATORS

Prof. Manoranjan Dhal and Prof. Ananda Dasgupta

# EFFECTIVE HIRING SKILLS

Programme Date: April 18-20, 2011

Last Date: April 8, 2011

Given the right strategies, policies practices, and with optimum resource allocation only few organizations succeed in achieving their goal. The differentiating factor among these organizations is the people they have. It's the employees of the organization with the right

competency can help in taking it to a greater height. Thus it is crucial to ensure the right people hired into the organization and placed on the right job. This workshop tries to equip the hiring professionals in harnessing their potential with better hiring tools and techniques.

## LEARNING MODULES

1. **Human Resource Planning (HRP)**- Job analysis – job description, person specification. Demand and supply forecasting.

2. **Recruitment** – Methods and channels, legal aspects

3. **Selection** – Hiring process. Competency based hiring, Use of psychometric testing, interviewing technique, behavioural interview. The programme will have a major focus on interviewing process.

4. **Offer, Placement, Induction** – Appointment letter – format, content, and legality, use of digital signature.

## PARTICIPANTS PROFILE

HR Professionals and Line managers from Public and Private Sectors who are engaged in hiring.

## FACILITATOR

Prof. Manoranjan Dhal

# LEADING SCHOOLS

Programme Date: April 21-23, 2011

Last Date: April 11, 2011

## OVERVIEW

The leading schools workshop has been designed specifically for schools to optimize effective leadership and skills for the holistic development of students, and for nurturing schools as sustainable institutions of

learning in a technology driven knowledge age. It aims to give participants insights and tools to build a learning community and enhance their personal effectiveness.

### LEARNING OUTCOME

Through the uniquely designed experiential and participatory sessions, you shall:

- Redefine and fine-tune your leadership signature.
- Map the connections between leadership, students, school community, society and environment.
- Recognize the challenges that you face as educational leaders of this millennium of the mind
- Update your knowledge of global school leadership practices
- Learn how effective leadership has changed and reshaped schools into leading schools
- Enhance your skills for effectively managing leadership challenges of the millennium
- Visualize future trends for schools of tomorrow
- Establish a network with other school leaders
- Be recognized as a School Leader

### PARTICIPANTS PROFILE

Principals, teachers and education managers of schools, college and educational institutions. Organizations working with schools as a part of their corporate social responsibility may also nominate participants.

### PROGRAM THEMES

- Schools of the future: the challenge of reshaping schools for the 21st century.
- Decoding the attributes of a school that leads.
- How to bring about teaching and learning excellence.
- How to create a learning community based on shared meaning and shared values.

- How to create a blueprint for personal effectiveness.

### FACILITATOR

Prof. Debashis Chatterjee

### ENDORSEMENTS

“A refreshing contrast to our conventional management wisdom”

-Professor Kenneth Goodpaster, Harvard Business School

“Debashis offers, through experiential methods, an opportunity for individuals to experience the power of the mind through visioning, concentration, and focusing on personal and corporate change.”

-Top Philips, Ford Motor Company

“Chatterjee presents and explains diverse threads of ancient wisdom teachings, relating these insights to the challenges of leading contemporary organizations. He does so with remarkable clarity, simplicity and persuasiveness.”

-Dr. Peter M. Senge, Management Guru MIT, Author of Fifth Discipline.

## PERFORMANCE MANAGEMENT

Programme Date: July 8-10, 2011

Last Date: June 28, 2011

### THE PROPOSITION

Performance appraisal, also known as employee appraisal, is a method by which the job performance of an employee is evaluated (generally in terms of quality,

quantity, cost and time). Performance appraisal is a part of career development.

Performance appraisals are a regular review of employee performance within organizations.

### THE LEARNING COMPONENTS

- Identify employee training needs.
- Document criteria used to allocate organizational rewards.
- Forming a basis for personnel decisions: salary increases, promotions, disciplinary actions, etc.
- Provide the opportunity for organizational diagnosis and development.
- Facilitate communication between employee and administrator.

### OBJECTIVE

A common approach to assessing performance is to use a numerical or scalar rating system whereby managers are asked to score an individual against a number of objectives/attributes. In some companies, employees receive assessments from their manager, peers, subordinates and customers while also performing a self assessment. This is known as 360° appraisal.

Performance management helps organizations achieve their strategic goals.

The main purpose of performance management is to link individual objectives and organisational objectives and bring about that individuals obey important worth for enterprise.

### PARTICIPANTS PROFILE

HR-Managers from Public and Private Sectors

### FACILITATORS

Prof. Manoranjan Dhal and Prof. Ananda Dasgupta

## THE OTHER 99%: A LEADERSHIP CLINIC

Programme Date: September 27-30, 2011  
Last Date: September 17, 2011  
Location: Bangalore

Programme Date: January 19-21, 2012  
Last Date: January 9, 2012  
Location: Dubai

Programme Date: February 09-11, 2012  
Last Date: January 31, 2012  
Venue: Singapore

### OVERVIEW

This workshop address the other 99% of untapped potential of leadership. It builds on two decades of empirical research and experiential understanding of transformational leadership in all six continents of the world. Participants will themselves be inspired and learn how to inspire others so they achieve more than they ever thought they could. You will be given a powerful and proven set of tools and instructed in their use. When you practice using them and become proficient enough that they are second nature, that is when you will find that the transformation has already occurred.

### THE PHILOSOPHY BEHIND THE PROGRAMME

1. It is not the function of a leader to motivate followers. It is the function of a leader to find out what is demotivating followers and systematically get rid of it. This is not semantic hair-splitting. It is a profoundly different discernment and has many ramifications.
2. Much of what is traditionally defined as “motivation” is actually sophisticated manipulation to get workers to do what they are unwilling to.

3. Human beings are inherently motivated. Nobody ever starts a new job intending to be a disgruntled, disengaged employee. That is something that happens to him/her and is a systemic failure. This failure could be in selection, training, supervision, company culture or a host of other factors in combination.

4. Incentives such as money and perks of various kinds and sanctions such as demotion or threats of being fired simply get persons to play the game. They may ensure some behavioral compliance, but they are not “motivators”. They do have their place but most companies tend to overuse them.

5. Nobody ever gets up on Monday morning all fired up at the thought of “maximizing shareholder value” or meeting revenue or profit targets or increasing market share or any similar goal. It is the leader’s job to articulate a vision so powerful that it takes over the employee and makes him/her want to rush to work and do what needs doing.

6. Obviously this cannot be done unless the leader himself/herself is inspired by this vision. This is merely the first step, however. The arduous task of refining and constantly, constantly, constantly communicating that vision in ways big and small lies ahead.

7. This communicating is not a solitary endeavor. That would make it an overwhelming burden. It is the leader’s function to develop many who fully understand it and can do it as well, or better, than he/she can.

8. The best, perhaps the only, way to release the motivation inherent in a person is to work to ensure that each reaches his/her highest potential. Most managers, unfortunately, tend to view persons as instruments by which they can achieve their goals. This is not a mindset that encourages persons to unstintingly give what they are capable of.

9. An employee does not have a “work life” and a “personal life”. He/she has one life and either it is working or it is not. This does not mean that he/ she does not have challenges in one or more areas. It does mean that these challenges need to be addressed in a holistic fashion and not a compartmentalized one.

10. A person needs to be comfortable enough to be authentic at work. If he/ she has to put on a mask at work – or, even worse, multiple different masks – then he she is burnt out or heading towards burn-out.

### BENEFITS OF WORKSHOP

This workshop is designed for senior executives who are CEO material. At this level, executives accomplish what they do through others, not by individual effort. Their success depends on their ability to inspire their subordinates, engage them in a common cause and direct them to work harmoniously to achieve that objective.

Here are the benefits delivered:

1. On a personal level: You will no longer have a sense of anxiety or dread even when confronted with starkly adverse circumstances. You will be comfortable dealing with ambiguity and able to quickly see opportunities that would have previously escaped your notice.
2. On an interpersonal level: Your relationships will improve across the board – with subordinates, with peers and with those above you on the hierarchy. You will be more authentic and this will be recognized in many ways and reciprocated.
3. On a professional level: You will become more creative than you ever thought you were capable of. Solutions to previously intractable problems will occur to you frequently and some of these will result in dramatic business improvement. You will become more engaged at work and this will be noticed and will rub off on others.

Obviously these levels are not independent. They are interconnected and feed off each other. Simultaneous improvement, of the kind mentioned, means that you will experience exponential improvement in your effectiveness as an executive.

#### **PARTICIPANTS PROFILE**

This workshop is designed for senior managers who are recognized as highpotential by their organizations and strong candidates for the CEO position. They have significant strategic responsibility and a global orientation.

#### **FACILITATOR**

Prof. Debashis Chatterjee

## **ORGANIZATIONAL BEHAVIOR INPUTS FOR ENHANCING EMPLOYEE PERFORMANCE AND HUMANISTIC ORIENTATION IN WORKPLACE**

Programme Date: November 23-25, 2011

Last Date: November 13, 2011

#### **OVERVIEW**

According to research findings, the presence of organizational justice, organizational support, transformational leadership and workplace spirituality in the workplace is associated with one or more of the positive outcomes for employees such as satisfaction with the job, extra effort, and commitment to an organization. Further, employee contributions to an

organization in the form of performance are broader than employees' performance of the technical requirements (e.g., quantity and quality of work) of the job. Employee contributions to an organization include various positive behaviors of employees termed as 'organizational citizenship behaviors' which facilitate smooth functioning of the organization. Examples of employees' organizational citizenship behaviors include helping coworkers, promoting harmony among coworkers, tolerating minor inconvenience at work and not reacting negatively to the minor deficiencies of the organizations. The coordinator's thinking that guides this program is that attention to the aspects of organizational citizenship behaviors, organizational justice, organizational support, transformational leadership and workplace spirituality can potentially enhance employee performance and help create a more humanistic workplace.

#### **LEARNING OUTCOMES**

These inputs can help managers to try to:

- Adopt a broader view of your subordinates' performance to include their organizational citizenship behaviors
- Adopt transformational leadership towards their subordinates
- Create the conditions of organizational justice, organizational support, and workplace spirituality in their work units

#### **PROGRAM THEMES AND COVERAGE**

This program seeks to provide inputs on the topics of:

1. Organizational Citizenship Behaviors of Employees
2. Organizational Justice
3. Organizational Support
4. Transformational Leadership
5. Workplace Spirituality

#### **PARTICIPANTS PROFILE**

The program is designed with a focus on junior and middle level managers who might be heading a group, department or work unit.

#### **PEDAGOGY**

The program will include various methods of training such as lectures, discussions, case studies, assessment instruments and role plays. These methods will be used to provide inputs to facilitate conceptual understanding and behavioral practice in the relevant areas of the above topics.

#### **FACILITATOR**

Prof. Badrinarayan Shankar Pawar

## **TIMELESS LEADERSHIP: DISCOVER YOUR LEADERSHIP DNA!**

Programme Date: November 30-December 3, 2011

Last Date: November 20, 2011

#### **OVERVIEW**

This 3 days' workshop divides the organizational world into two parts: The Systems World & The Human World.

In the Systems World, leaders learn the processes required to manage functions such as product development, finance, marketing, sales etc. While many leaders have mastered the art of managing these systems, organizations and careers have been brought down due to the lack of self reflection and people management.

Success in today's organization requires not only the ability to lead and motivate others but also to bring the

maximum out of your own leadership abilities. In this exclusive workshop, Debashis Chatterjee uses a mix of wide experiential exercises in a retreat environment to help you look inward and find out what type of leader you truly are!

This workshop is about going beyond your conventional thinking to open your mind for generating breakthrough ideas and identify actionable strategies to significantly improve your leadership DNA.

### LEARNING OUTCOMES

“Discover The Real You!”

- You have the mind of a leader, but do you have the right mindset?
- Define your default Leadership signature
- Discover, Decode & Deliver your peak Leadership performance
- Wherever your focus goes, energy follows!
- What do you do when your networking stops working?
- “Decode Your (Leadership) Identity”
- Think beyond managerial mindsets
- Assess yourself and master your energy by deepening attention
- Deconstruct and reconstruct your mental models
- Enhance your visual literacy in an increasingly visual world
- Achieve execution excellence in a day of your life.
- Understand how leaders integrate self, others and systems
- Use coaching and mentoring skills to nurture leaders “Deliver The Result”
- What leaders really don’t do
- Think genetically: The new science of leadership
- Create a day in your life: Your “Execution Compass”
- Moving beyond the myth of personality to the essence of Leadership ecology

- Tell your story, sell your leadership vision
- Make your core values your key Leadership skills
- Be the catalyst of change: The secret of Leadership

### PARTICIPANTS PROFILE

This workshop is targeted specifically at leaders in industry, government, NGOs and education sectors in organizations from across India and the Asia Pacific. Besides the interactive learning experience, it offers a great opportunity to network with these leading decision makers.

### PROGRAM THEMES

1. How Do You Solve Your Most Persistent Problem?  
-Winning the war with yourself
2. What Is That One Thing That You Would Transform?  
-Who would you be without your business card?
3. Seeing In The Dark  
-Enhancing your visual literacy: Thinking in images
4. Stories Leaders Tell: Crafting The Leadership Mindset  
-How mental models make or break leaders?
5. The Art of Effortless Effort: Is Execution That Simple?  
-A day in my life: Action energy audit
6. Space Meditation  
-Explore the zone of effortless performance.
7. Silence! Your Currency of Communication  
-How do you use reflection to organize your most valuable asset: Your own experience
8. The Invincible connection  
-Experience the power of emotional resonance

### FACILITATOR

Prof. Debashis Chatterjee

### ENDORSEMENTS

“A refreshing contrast to our conventional management wisdom”  
-Professor Kenneth Goodpaster, Harvard Business School

“Debashis offers, through experiential methods, an opportunity for individuals to experience the power of the mind through visioning, concentration, and focusing on personal and corporate change.”

-Top Philips, Ford Motor Company

“Chatterjee presents and explains diverse threads of ancient wisdom teachings, relating these insights to the challenges of leading contemporary organizations. He does so with remarkable clarity, simplicity and persuasiveness.”

-Dr. Peter M. Senge, Management Guru MIT, Author of Fifth Discipline.

## LEGAL ASPECTS OF PEOPLE MANAGEMENT

Programme Date: December 12-14, 2011

Last Date: December 02, 2011

Being compliant is the primary requirement of all the organization irrespective of sector or industry. No employer will love to be dragged into a law suit due to ignorance of legal aspects. Hence formulation and implementation of rules and regulation which is as per the existing and applicable labour law is not only important for the HR professional but also equally crucial for the managers leading a team.

### LEARNING MODULES

- The Payment of Bonus Act, 1965

- The Employees Provident Fund & Miscellaneous Act, 1952 (PF)
- Industrial Disputes Act, 1947
- Shops and Commercial Establishment Act
- Industrial Employment (Standing Orders) Act, 1946
- The Payment of Gratuity Act, 1972
- The Minimum Wages Act, 1948
- The Contract Labour Act, 1970
- The Payment of Wages Act, 1936
- The Factories Act, 1948
- The Employee's State Insurance Act, 1948 (ESI scheme)

The programme will cover the highlights of the act along with the applicability, day-to-day issues, and compliance with the same in the line of importance judgements of the apex courts. The programme will also cover specific aspects of domestic inquiry and workplace harassment including sexual harassment.

#### **PARTICIPANTS PROFILE**

This programme will be useful for all those who have to deal with labour and labour matters with particular reference to those in HR (compensation and Employee relations/IR professional), personnel and administrative functions, managers leading large team and legal professionals. The programme will help the participants in understanding fundamentals & compliance aspects of labour laws applicable to their organisation. Professional those who want to revise the fundamental aspects of the above mentioned laws are also welcome to the programme.

#### **FACILITATOR**

Prof. Manoranjan Dhal

## BECOMING & BEING LEADERS

A Programme for *Young – Leaders in the Making*

Programme Date: January 23-25, 2012

Last Date: January 13, 2012

#### **OBJECTIVES**

*Effective leadership 'rests on reason' and 'moves on passion.' Passion dares the leader to creatively visualize things that appear impossible to others as well as energizes her/him to pursue action to realize those dreams. Reason enables the leader to give structure and stability to the process of pursuing the dreams as well as to the dreams already achieved. This programme focuses on becoming and being an effective leader, and enabling others to become and be effective leaders. Keeping this spirit, the programme aims to take the participants through a voyage of reflective discovery of their self and leadership potential and active learning to develop their leadership styles.*

#### **COVERAGE**

The programme will be designed to enable the participants to:

- Appreciate and gain a deeper understanding of:
  - Their self,
  - Their leadership style(s),
  - Fundamental human processes in organizations such as communication, power-politics-influence, conflict resolution, etc., and
  - Concepts like vision, mission, idealism, values, beliefs, rituals, symbols, dreams, etc.
- Build sensitivity to the experiences associated with

leadership; and to apply these understanding and skills to make better sense of modern organizational functioning and to enhance one's potential to emerge and to continue as a leader.

#### **CONTENTS**

- Essence & Meaning of Leadership
- Leadership Personality & Styles
- Interpersonal Relations
- Gender Issues in Leadership
- Redundancy of Leadership
- Conflict Resolution
- Value Based Leadership
- Leadership in a Multi-Cultural Milieu
- Leadership & Organizational Change/Renewal/Transformation
- Leadership, Organizational Learning & Learning Organizations
- Postmodernism & Leadership

#### **PARTICIPANTS PROFILE**

Programmes on *Leadership* can be suitably designed for people at any level of the organizational hierarchy. Here, I am pitching this programme specifically for **youngsters** (upper age limit: 35 years), preferably with 5 to 10 years of organizational work experience. My clear intention of this positioning is to *invigorate* them for a *life-long pursuit of leadership* early on in life. The participants could be from the for-profit or not for profit organizations, government, family businesses, entrepreneurial ventures, political parties, activist groups, and so on. The only condition is: they need to be *young – at heart* and in *mind*, and with an *open* mind for *exploration* and *experiencing*.

#### **FACILITATOR**

Prof. K Unnikrishnan Nair



## MARKETING MANAGEMENT

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
Nationwide Branding	Prof. Atanu Adhikari	April 14-16, 2011	28500	23000	16
Marketing Strategy Laboratory	Prof. Keyoor Purani	June 27-30, 2011	45000	37500	16
Marketing Research for Frontline Managers	Prof. Atanu Adhikari	July 7-9, 2011	28500	23000	17
Accelerating Sales Force Performance	Prof. G Sridhar	July 14-16, 2011	28500	23000	18
Social Media and Consumer –driven Marketing	Prof. Keyoor Purani and Prof. Anandakuttan B Unnithan	August 3-5, 2011	28500	23000	18
Strategic Marketing for Growing Brands	Prof. Atanu Adhikari	September 7-9, 2011	28500	23000	19
Accelerating Sales Force Performance	Prof. G Sridhar	October 12-14, 2011	28500	23000	18
Pricing: The right way	Prof. Rahul Kumar Sett and Prof. Subhasis Dey	November 2-4, 2011	28500	23000	19
Changing the Game:Decision Making through Research	Prof. Atanu Adhikari	November 10-12, 2011	28500	23000	20
Marketing Essentials for IT Professionals	Prof. Joffi Thomas	December 7-9, 2011	28500	23000	21
Service Excellence through Customer Orientation	Prof. Sanal Kumar Velayudhan and Prof. Jayavelu S	December 14-16, 2011	28500	23000	22
Rural Marketing	Prof. Sanal Kumar Velayudhan and Prof. G Sridhar	January 9-11, 2012	28500	23000	22

# NATIONWIDE BRANDING

Programme Date: April 14-16, 2011  
Last Date: April 4, 2011

## OVERVIEW

Building and effectively maintaining brand equity is among the top priorities of high performing companies. Effective brand-building and brand management drives superior financial results, consumer loyalty and competitive insulation. Most of the branding literature does good job in illustrating what branding is all about, however lack in demonstrating for an executive how effective branding can be done regionally or nationally. These books also fall short in taking managers through a brand building process in a real life context. This program provides participants with insights into how to build, refresh and revitalize brands regionally as well as nationwide and create profitable branding strategies. The program blends marketing theory and practice to provide perspective on brand management functions and related research that is to be done for effective branding. This program is designed to provide opportunities to learn about the several concepts related to brand management traverse the participants through branding techniques including identifying branding problems, conducting several types of researches and then applying the research findings in developing effective branding initiatives.

In only 3 days you can expand and update your brand building acumen by way of learning the step by step procedure to know how to figure out the position of your brand, how to reposition the brand and several other things related to branding. Each session of the program will give you an opportunity to learn some critical as well as very useful techniques on how to develop and sustain a brand regionally and nationally.

## LEARNING OBJECTIVES

- After the program, you will be able to walk into your

workplace with new ideas, new strategies and new ways to resolve branding challenges.

- Gain a deeper understanding of how to know your customers' perception about your brands, competitors' brands. You will have a through understanding of what brand stands for.
- Learn qualitative and quantitative research skills necessary to about brand differentiation and brand positioning.
- Apply the learned concepts in your own brand.
- Understand effective strategies to exceed customer expectations

## PARTICIPANTS PROFILE

The program is designed for middle to senior level managers with experience between 7 - 20 years, responsible for the marketing function in any organization. Marketing managers responsible for customer relationship management will also find the information particularly relevant to their businesses. Managers in other functional areas will also benefit from the workshop by learning the critical role they play in a strategic branding exercise.

## PEDAGOGY

Using case studies, classroom practice sessions, and interactions, the instructor will lead you to focus on the key knowledge and skills you need to understand business from an overall perspective. The program will be based on experiential learning process for concept building and practice sessions. In-class discussion and hand on practice sessions will provide the opportunity for participants to apply newly learned tools and techniques which would help in gaining confidence and to apply in your own organizations.

## FACILITATOR

Prof. Atanu Adhikari

# MARKETING STRATEGY LABORATORY

Programme Date: June 27-30, 2011  
Last Date: June 17,2011

*"As for training, studies have shown that employees learn and return more from interactive games than they do from one-way delivery of information"*

*(HBR April 2003)*

## INTRODUCTION

In business, knowledge is not enough, experience-based action learning is crucial. Most business organizations have experienced executives at strategic positions who have lost touch to theoretical perspective or have young, straight out-of-the-management-schools executives who have no idea of how theory works in practice. A program, which provide an opportunity to not just learn and re-learn classic strategic marketing models but also allow trying them out in a risk-free simulated environment, can enhance the abilities of marketing professionals to a great extent. The market-oriented simulations are experience-based, low-risk learning tools, which offer the opportunity to gain confidence in secure environment.

The program faculty has trained several marketing professionals across industries using the program over last several years. The program helps participants integrate learning of many different aspects in business and follow more application-oriented approach in enhancing decision-making skills in the area of marketing strategy. Participants learn from an enormous amount from working with the company and industry data, exploring strategic options, and trying to unite various functional resource decisions into a coherent business strategy that produces good results.

## PROGRAM OBJECTIVES

- To sharpen skills of practicing managers in deciding

the marketing strategies for businesses by exposing them to advanced scientific marketing tools.

- To test, experiment, and gain confidence in formulating strategies in today's competitive environment.
- To provide a refresher course in marketing strategy

#### **PARTICIPANTS PROFILE**

Middle level Marketing Professionals - Product managers/ Brand Managers from companies operating in consumer markets would benefit the most. Executives in Sales, Advertising agencies and other internal/ external partners to marketing who deal with product/ brand managers regularly would also benefit.

#### **PROGRAM DESIGN & CONTENT**

The program has very unique, sandwich structure. Marketing concepts are taught through case discussions/ faculty presentations while these concepts are practically applied and tested by the participants through simulation sandwiched between class-room sessions.

Just as a flight simulator allows flight crews to practice in a risk-free setting, the program allows executives to practice their skills in a concentrated amount of time before trying them out in a real business environment. Experience-based training has proven to be the most efficient training methodology. The program design allows participants to go beyond strategy formulation and implement their strategic plan through decisions at the tactical level, a challenge not provided by traditional pedagogical methods. In particular, the possibility of assessing the success or failure of marketing implementation over time is an important benefit offered by this program.

The learning would be focused around strategic concepts such as segmentation and positioning strategies, competitive strategies, brand portfolio strategy as well as operational marketing – allocation of marketing budget to marketing mix. The program would offer intensive competitive environment and enhance

scientific decision making skills. The participants would learn how to analyze the situation using various market research reports, internal data, intelligence reports. They would also appreciate the relationship of marketing with finance, operations, R&D and other departments within an organization as well as marketing objectives and performance parameters.

#### **FACILITATOR**

Prof. Keyoor Purani

## **MARKETING RESEARCH BY FRONTLINE MANAGERS**

Programme Date: July 7-9, 2011

Last Date: June 27, 2011

#### **OVERVIEW**

Whether you are an experienced professional or new to management, a good manager is expected to have insights of the previous happenings of the market by way of identifying the pattern in data to develop short term and long term strategy. This information could be about consumer behavior, own brands or competitors' brands. Collecting of such information and analyzing them requires knowledge of marketing research. An in-depth look at fundamental research tools and the exposure to the latest ideas in marketing research can become the keys to your continued success. This program is designed to provide opportunities to learn about the several techniques including identifying management problem, converting them into research problem, and finding prospective solutions of these problems by way of developing instrument to collect data, analyzing data and interpreting the analysis to find the best solution of the problem in hand. In only 3 days you can expand and update your business knowledge and acumen by knowing how to diagnose a particular management problem and use research to address it in

most effective way. This management development program will be conducted by instructor who is trained by leading universities in the USA. Each session of the program will give you an opportunity to learn some critical as well as very useful techniques on how to develop research tools, and use several analytical techniques to use in your day to day business activities.

#### **LEARNING OBJECTIVES**

- After the program, you will be able to walk into your workplace with new ideas, new strategies and new ways to resolve business and managerial challenges. Gain a deeper understanding of how to capture relevant information of your customers, competitors and products / brands that influence business success.
- Learn qualitative and quantitative research skills necessary for day to day operation and to have leadership in an entrepreneurial business world.
- Learn how to understand consumer's perceptions about your products, competitors' products and what type of product they actually need.
- Understand effective strategies to exceed customer expectations

#### **PARTICIPANTS PROFILE**

This is the program you are looking for if you are a manager with 2 to 7 years of experience, a professional with management responsibilities lacking any formal business education, a specialist who need more understanding of how to capture and analyze business information, or someone who simply wants exposure to the most current practices of research to use in short term and long term decision making.

#### **PEDAGOGY**

Using case studies, classroom practice sessions, and interactions, the instructor will lead you to focus on the key knowledge and skills you need to understand business from an overall perspective. In-class discussion and hand on practice sessions will provide the

opportunity for participants to apply newly learned tools and techniques which would help in gaining confidence and to apply in your own business units or organizations.

#### **FACILITATOR**

Prof. Atanu Adhikari

## **ACCELERATING SALES FORCE PERFORMANCE**

Programme Date: July 14-16, 2011

Last Date: July 4, 2011

Programme Date: October 12-14, 2011

Last Date: October 1, 2011

#### **OVERVIEW**

Sales force is at the vortex of the rapidly changing customers, competitors, products, technologies and markets. This makes their job more challenging than any other counterparts in the organization. A core challenge in front of a sales manager is to enhance the sales force performance under demanding and rapidly changing environment. This programme is designed for executives to discuss and analyse the aspects of accelerating the salesforce performance.

Discussions, case studies, exercises and simulation are the key sources of interaction and learning. The programme also acknowledges active involvement of the participants as key source of learning..

#### **LEARNING OUTCOME**

After the programme the participants would be able to

- Explore the key issues in developing a go-to-market strategy
- Develop a framework for a sales force diagnosis
- Understand the nuances of structuring the sales force in an organization, territorial design and quota allocations

- Explore key personnel issues like recruitment, selection and training of sales forces.
- Develop better understanding on the motivational tools like compensation, and
- Performance management
- Understand how technology enhances sales force performance
- Assess the sales force culture

#### **PARTICIPANTS PROFILE**

The programme is targeted for the middle level executives like Area Sales Manager/ State leaders, Regional managers.

#### **PROGRAM THEMES**

- Going to Market
- Structuring for Salesforce
- Personnel issues in Sales force
- Motivating and leading the salesforce
- Technology and Salesforce
- Building a potent sales force culture

#### **FACILITATOR**

Prof. G Sridhar

## **SOCIAL MEDIA AND CONSUMER- DRIVEN MARKETING**

Programme Date: August 3-5, 2011

Last date: July 24, 2011

'For the first time the consumer is boss, which is fascinatingly frightening, scary and terrifying, because everything we used to do, everything we used to know would no longer work'

-Kevin Roberts, CEO, Saatchi & Saatchi, 2005

#### **OVERVIEW**

Marketing professionals now have to grapple with the most powerful media - word-of-mouth connections that

join everybody to everybody in any target market by no more than six links. After the 'traditional media' and the 'new media', the next buzz among the marketing professionals, therefore, is 'social media'. From Facebook and YouTube to blogs, social media on the internet is the most promising new way to reach customers. Web 2.0, virtual customer environments and fast emerging personal communication technology are defining rules of the game.

Today, brands do not have much control, consumers are no longer a passive 'audience', and marketers must communicate with customers and consumers, not at them. This demands a key shift in the mindset - from 'control' to 'engagement' apart from the new tools and techniques.

This three-day program is designed to take you to this world where consumers and communities drive brands through social media and where traditional marketing approaches no longer work. We shall discuss what we need to know and do to optimize your brand marketing efforts in this new world.

#### **LEARNING OUTCOME**

- A fresh perspective on marketing using social media
- Marketing approaches to use social media effectively
- Application of communications using word-of-mouth and word- of-mouth
- Planning and decision making frames for effective marketing using these media.

#### **PARTICIPANTS PROFILE**

The program is designed to appeal to middle to senior level marketing professionals. Brand managers/ product managers and marketing professionals involved in consumer markets will benefit the most from this program.

#### **PROGRAM COVERAGE**

- Understanding Social Media and Word-of-mouth
- Antecedents and consequences of consumer conversations

- Social Media Landscape
- Framework of Managing Consumer-driven Marketing Communications
- Social Media Mix and Platform alternatives
- Buzz Marketing
- Influencer-led Consumer conversations
- Viral Marketing
- Social Networking and other online conduits
- Blog Marketing

#### FACILITATORS

Prof. Keyoor Purani and Prof. Anandakuttan B Unnithan

## STRATEGIC MARKETING FOR GROWING BRANDS

Programme Date: September 7-9, 2011

Last Date: August 28,2011

#### THE PROGRAM

Building and effectively maintaining brand equity is among the top priorities of high performing companies. Effective brand-building and brand management drives superior financial results, consumer loyalty and competitive insulation. Most of the branding literature does good job in illustrating what branding is all about, however lack in demonstrating for an executive how effecting branding can be done regionally or nationally. These books also fall short in taking managers through a brand building process in a real life context. This program provides participants with insights into how to build, refresh and revitalize brands regionally as well as nationwide and create profitable branding strategies. The program blends marketing theory and practice to provide perspective on brand management functions and related research that is to be done for effective branding. This program is designed to provide opportunities to learn about the several concepts related to brand management traverse the participants through

branding techniques including identifying branding problems, conducting several types of researches and then applying the research findings in developing effective branding initiatives.

In only 3 days you can expand and update your brand building acumen by way of learning the step by step procedure to know how to figure out the position of your brand, how to reposition the brand and several other things related to branding. Each session of the program will give you an opportunity to learn some critical as well as very useful techniques on how to develop and sustain a brand regionally and nationally.

#### PROGRAM OBJECTIVES

After the program, you will be able to walk into your workplace with new ideas, new strategies and new ways to resolve branding challenges.

Specifically you will:

- Gain a deeper understanding of how to know your customers' perception about your brands, competitors' brands. You will have a through understanding of what brand stands for.
- Learn qualitative and quantitative research skills necessary to about brand differentiation and brand positioning.
- Apply the learned concepts in your own brand.
- Understand effective strategies to exceed customer expectations

#### PARTICIPANTS PROFILE

The program is designed for middle to senior level managers with experience between 7 – 20 years, responsible for the marketing function in any organization. Marketing managers responsible for customer relationship management will also find the information particularly relevant to their businesses. Managers in other functional areas will also benefit from the workshop by learning the critical role they play in a strategic branding exercise.

#### PEDAGOGY

Using case studies, classroom practice sessions, and interactions, the instructor will lead you to focus on the key knowledge and skills you need to understand business from an overall perspective. The program will be based on experiential learning process for concept building and practice sessions. In-class discussion and hand on practice sessions will provide the opportunity for participants to apply newly learned tools and techniques which would help in gaining confidence and to apply in your own organizations.

#### FACILITATOR

Prof. Atanu Adhikari

## PRICING: THE RIGHT WAY

Programme Date: November 2-4, 2011

Last Date: October 23, 2011

#### INTRODUCTION

Among the four P's of marketing, *pricing* is the only one which *captures* the *value* created by the remaining. Pricing a product right is fundamental to a firm's success as it is the mechanism by which consumer surplus is culled out (price discrimination). Ironically, however, pricing is one of the decision areas that often receives significantly lower managerial attention. Managers resort to pricing based on benchmarks like a competitors' price or other industry standards. This practice is only *heuristic* in nature, without the scope for much deliberation on what the *right* price, consistent with the firm's strategies, should be.

Strategy is all about being unique in doing different activities, or doing same activities differently. Being different, however, demands a firm to make hard choices wherein it has to *choose* not to pursue a set of activities which competitors may find profitable. Pricing based on benchmarks are thus not sustainable and often result in price wars wherein the industry profitability suffers.

Consequently it is essential for managers to price their products right keeping in mind the broader strategy of the firm.

Pricing, apart from being a *tool* for capturing value, is also a mechanism by which a firm *signals* its strategic intent (Dolan, 1995). Consumers infer a lot about a firm and its products through its pricing policy. In this way price also serves to shape consumers' perception. A case in point is *willful overpricing* (Wathieu and Bertini, 2007) wherein firms intentionally overprice to convey the relevance of a novel product feature by driving consumers to deliberate on *why* the product has been overpriced.

Given the importance of pricing and its implications on a firm's long term profitability, a thorough and integrated understanding of what constitutes good pricing is thus crucial.

#### **PARTICIPANTS PROFILE**

This programme is targeted towards mid to senior level executives directly responsible for developing and/ or implementing pricing strategies for their enterprise.

#### **COURSE DESIGN AND DELIVERABLES**

The course is designed to deliver the following:

- Fundamentals: An in-depth understanding of *pricing*
  - ◆ Pricing from the *firm's* perspective
    - Strategies of price discrimination
    - Pricing in different markets
  - ◆ Pricing from the *consumers'* perspective
    - Behavioral aspects of pricing
  - ◆ Synthesis
    - Bringing together the two perspectives
- Pricing techniques and strategies
- Two-part pricing
- Willful overpricing
- Product line pricing
- Tools for setting the price
- Regression based conjoint analysis
- Pricing of non conventional goods
  - ◆ Pricing and information

- ◆ Pricing of public goods
- Bringing it all together: strategic marketing implications of pricing

#### **PEDAGOGY**

A mixed method comprising of *lectures, cases,* and in-class *games* will be followed given the nature of the discipline.

To learn what the case based method of teaching is all about please see this short video titled, 'Inside the Case Method' on the following Harvard Business School webpage:

<http://www.hbs.edu/learning/case.html>  
[Retrieved on the 20<sup>th</sup> of June, 2010 at 6:42 pm IST]

#### **DEADLINES**

To be announced in class.

#### **EXPECTATIONS**

Participants are expected to thoroughly prepare the readings for each class. Active class participation will be highly appreciated given the course design and content. Please also remember that the success of a good case discussion is directly dependent on *your* class preparation. In essence if you are unprepared, you affect the entire class discussion. Hence a high level of class preparation is expected from you.

#### **FACILITATORS**

Prof. Shubhasis Dey and Prof. Rahul Kumar Sett

## **CHANGING THE GAME: DECISION MAKING THROUGH RESEARCH**

Programme Date: November 10-12, 2011

Last Date: November 1, 2011

#### **THE PROGRAM**

Whether you are an experienced professional or new to management, a good manager is expected to have

insights of the previous happenings of the market by way of identifying the pattern in data to develop short term and long term strategy. This information could be about consumer behavior, own brands or competitors' brands. Collecting of such information and analyzing them requires knowledge of marketing research. An in-depth look at fundamental research tools and the exposure to the latest ideas in marketing research can become the keys to your continued success. This program is designed to provide opportunities to learn about the several techniques including identifying management problem, converting them into research problem, and finding prospective solutions of these problems by way of developing instrument to collect data, analyzing data and interpreting the analysis to find the best solution of the problem in hand.

In only 3 days you can expand and update your business knowledge and acumen by knowing how to diagnose a particular management problem and use research to address it in most effective way. This management development program will be conducted by instructor who is trained by leading universities in the USA.

Each session of the program will give you an opportunity to learn some critical as well as very useful techniques on how to develop research tools, and use several analytical techniques to use in your day to day business activities.

#### **PROGRAM OBJECTIVES**

After the program, you will be able to walk into your workplace with new ideas, new strategies and new ways to resolve business and managerial challenges.

Specifically you will:

- Gain a deeper understanding of how to capture relevant information of your customers, competitors and products / brands that influence business success.
- Learn qualitative and quantitative research skills necessary for day to day operation and to have leadership in an entrepreneurial business world
- Learn how to understand consumer's perceptions

about your products, competitors' products and what type of product they actually need.

- Understand effective strategies to exceed customer expectations

#### **PARTICIPANTS PROFILE**

This is the program you are looking for if you are a manager with 5 to 20 years of experience, a professional with management responsibilities lacking any formal business education, a specialist who need more understanding of how to capture and analyze business information, or someone who simply wants exposure to the most current practices of research to use in short term and long term decision making.

#### **PEDAGOGY**

Using case studies, classroom practice sessions, and interactions, the instructor will lead you to focus on the key knowledge and skills you need to understand business from an overall perspective. In-class discussion and hand on practice sessions will provide the opportunity for participants to apply newly learned tools and techniques which would help in gaining confidence and to apply in your own business units or organizations.

#### **FACILITATOR**

Prof. Atanu Adhikari

## **MARKETING ESSENTIALS FOR IT PROFESSIONALS**

Programme Date: December 7-9, 2011

Last Date: November 27, 2011

#### **INTRODUCTION**

The emergence of India as a global force to reckon with is synonymous with the growth of the Indian IT industry. Over the last decade, the contribution of the industry to Indian economy has grown from 1% to 6% of the GDP. At the same time there is immense growth opportunity with industry share being approximately 5% in the global

IT industry with a size of \$1.4 trillion dollars in 2009 given Indian IT industry's current size, strengths and capabilities.

While availability of technical professionals, English language proficiency, comparative cost advantage and emergence of a new generation of techno-entrepreneurs are indicated as factors contributing to the growth of the Indian IT industry in the last three decades, the next stage of growth of the IT industry poses a different set of challenges in the increasingly competitive and converging global IT industry. Over the last few years, the industry has been witnessing efforts by the IT firms to shift to the next level in the value chain by making a shift in the service offerings from low end application development or maintenance services to Package implementation, BPO, engineering services, infrastructure services to high end services such as consulting, analytics etc. It is imperative for IT firms to adapt a more customer centric and innovation centric business models to successfully make this shift competing with the large global competitors which include vertically integrated IT firms and established consulting firms.

To facilitate this shift to provide high value services and move from a cost plus model to fixed price model to realize higher value in an increasingly competitive global market, it is essential of Indian IT firms to transform its large pool of technical professionals from software developers to customer's innovation partners. Value creation and delivery being a shared responsibility in a service organization especially in business to business markets, understanding of marketing essentials would enable technical professionals better contribute to continuing and growing customer relationships for IT firms by understanding their own business as well as their customer's business. At the same time, this would also contribute to their career growth by helping them in transitioning their careers from technical roles to general management, consulting or sales management roles. The MDP program on "Marketing Essentials for IT

software professionals" is designed to address these concerns and help IT professionals and IT organizations understand, create and deliver superior value.

#### **PARTICIPANTS PROFILE**

The program is designed for IT professionals with a minimum of five years industry experience especially in technical or project management roles. These professionals are looking to transition to either customer facing and management roles or consulting roles in their respective organizations. The IT professionals could include project managers, account managers, business relationship / development managers and those handling critical marketing roles in the organization.

#### **OBJECTIVES**

- (i) To help develop an in-depth understanding of basic concepts of marketing especially in the context of business to business services.
- (ii) To develop decision making abilities required for customer management.
- (iii) To augment their abilities to understand, create and deliver value in business markets with special emphasis on IT market.

#### **PEDAGOGY & COVERAGE**

The program primarily employs a mix of case discussions, presentations and experience sharing sessions. Broadly, the program would cover the following themes

**Marketing & IT Industry:** Basics of Marketing, Business to Business Marketing

**Understanding IT industry:** Opportunities and Challenges

**Understanding, Creating and Delivering value for IT customers:** Identifying and Selecting Market Opportunities, Creating a Value Model, Crafting Value Proposition, Realizing Value, Gaining New Customers, Sustaining Customer Relationships

#### **FACILITATOR**

Prof. Joffi Thomas

# SERVICE EXCELLENCE THROUGH CUSTOMER ORIENTATION

Programme Date: December 14-16, 2011

Last date: December 4, 2011

## OVERVIEW

Competition in the service industry challenge organizations to deliver service excellence. Organizations experiencing success in the expanding service sector industry excel in service delivery. They create and deliver customer oriented service for providing meaningful differentiation. People are the key resource that service leaders leverage to create service excellence. This program seeks to provide you with approaches that will enable you to be competitive through customer oriented service delivery.

## LEARNING OUTCOMES

Develop an understanding of the methods for creating delivering and monitoring customer satisfaction

Understanding the use of Customer orientation as differentiator

Recognize and use the customer –employee interface for enhancing customer satisfaction

## PROGRAM THEMES AND COVERAGE

- Seek service differentiation: Search for superior service delivery points. Understanding service needs by consumer groups that service provider can effectively and efficiently meet.
- Identifying and using customer contact points to improve and to innovate on service delivery
- Managing People Processes for Excellence in Service Organizations. Employee-customer fit for effective service delivery interface. This requires identifying

and developing the service personnel that enhances the quality of service interactions.

- Create a customer orientation organization culture.
- Customer satisfaction measures to understand and improve service delivery. Examine performance measures and incentives that encourage customer orientation.

## PARTICIPANT PROFILE

The program is designed for senior managers in the service sector having responsibility for creating and delivering value through service excellence.

## PEDAGOGY

Lectures, case studies, hands –on workshops and group exercise

## FACILITATORS

Prof. Sanal Kumar Velayudhan and Prof. Jayavelu S

# RURAL MARKETING

Programme Date: January 9-11, 2012

Last Date: December 31, 2011

## INTRODUCTION

India's Rural Market for consumer products and services is growing at an accelerated pace. An urban marketer interested to tap these marketing opportunities in rural India needs to develop a deeper understanding of the rural marketing ecology. Further, a marketer requires better insights on the logic of organizing marketing efforts in rural areas considering these rural specificities. Therefore it is essential to clearly format the rural marketing tasks looking at the complexities in India's rural milieu. The dynamics of rural consumer behaviour, their cultural context, distribution problems, all need to be deciphered in its multifarious dimensions for

sustaining high performance by marketers. Marketing organizations involved in marketing to rural India with their products and services must understand and introduce strategies, which are compatible and effective, in all stages of the rural marketing intervention cycle. The programme is cast in the background of these facets pertaining to rural marketing.

## PROGRAMME OBJECTIVES

- Sensitise participants on the nuances of rural marketing environment
- Develop capabilities for clearly identifying, complex, real life rural marketing problems in a holistic perspective
- Identify and assess rural market potential for products and services
- Equip participants with mindset and skill set to help them develop appropriate marketing mix strategies for products and services in different stages of their life cycle.

## TOPICS TO BE COVERED

- Understanding rural markets potential
- Understanding rural consumers
- Distribution in rural markets
- Rural promotion strategies
- Competitive strategies for rural markets

## PARTICIPANTS PROFILE

Junior – Middle level executives of consumer products and services organizations now operating or planning to operate in rural markets.

## PEDAGOGY

Application of concepts and frameworks will be through Case Analysis, discussions, exercises and lectures.

## FACILITATORS

Prof. Sanal Kumar Velayudhan and Prof. G Sridhar

## STRATEGIC MANAGEMENT

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
Renewable Energy: Opportunity of the Century	Prof. Mahesh Bhave	April 4-8, 2011	46000	37000	25
Multivariate Data Analysis	Prof. Joseph F Hair, Jr., Prof. Arthur Money and Prof. Nandakumar MK	April 25-29, 2011	55000	45000	25
Problem Solving and Decision Making	Prof. Anjan Kumar Swain	May 18-20, 2011	28500	23000	26
Business Strategy Simulation	Prof. Saptarshi Purkayastha and Prof. Nanda Kumar M K	July 6-9, 2011	45000	37500	26
Managing Growth for Small & Medium Business	Prof. Rajesh S Upadhyayula and Prof. Sandeep K Krishnan	August 17-19, 2011	28500	23000	27
Strategic Analysis for Managers	Prof. Saptarshi Purkayastha and Prof. Nanda Kumar M K	September 26-28, 2011	28500	23000	28
Selling to Major Accounts	Prof. G Sridhar and Prof. Rajesh Upadhyayula	February 15-17, 2012	28500	23000	28



# RENEWABLE ENERGY: OPPORTUNITY OF THE CENTURY

Programme Date: April 4-8, 2011  
Last Date: March 25, 2011

## OVERVIEW

Opportunity of the century, the most pressing issue of our age

- Why “Green”? Why now?
- Emissions, global warming, climate change
- Sources of emissions – buildings, power plants, automobiles
- Global awareness, India-based actions, and public policy initiatives
- International comparative statistics
- Convergence of IT and Energy
- Concrete evaluation of opportunities

## TOPICS ADDRESSED

After an overview of the Renewable Energy business in a global context

- Efficiency, Conservation, Sustainable Generation
- Metrics – Of Joules, Therms, and Cubic Miles of Oil
- Technologies – Solar, Wind, Hydro; SmartGrid, SmartMeters, more
- Opportunity areas – India in a global context
- Public policy - Jawaharlal Nehru National Solar Mission
- Distributed Generation (DG) and rural India
- Key players – companies, institutions
- Economic analysis, solar generation as illustration

## LEARNING OUTCOMES

Understand

- Core issues relating to Renewable Energy - why, why now
- Magnitudes & metrics – scale and scope of opportunities and challenges
- Public policy context, national and global

- Role for customers, producers
- Sizing projects and their financial evaluation
- Sources of information for future self-study

## PARTICIPANTS PROFILE

Managers in marketing, engineering, and finance; prospective entrepreneurs and social entrepreneurs; business development professionals; employees of private and public sector companies - including government, quasi-government, or non-governmental organizations working in sustainability, energy, and equivalent positions. Professionals in the following industry sectors:

- Energy – fossil fuel and renewable industries
- Buildings and construction
- Industrial, energy equipment manufacturers; installers, certification experts
- Information technology professionals interested in energy
- Transportation, lighting, heating, ventilation, air-conditioning industries
- Consumer products, industrial product development

*NOTE: Engineering and sciences background not necessary; acquaintance with Excel desirable. Register early. Enrollment limited to first 24 participants.*

## THEME OF THE PROGRAMME

The program will focus on a India-specific themes and opportunities in a global context. The pedagogy includes:

- Small team projects
- Short cases
- Brainstorming and Ideation
- Use of Excel templates for “what if” analysis
- Web-based research
- Lectures and class discussions
- Guest lectures

## FACILITATOR

Prof. Mahesh P. Bhawe

# MULTIVARIATE DATA ANALYSIS

Programme Date: April 25-29, 2011

## OVERVIEW

Business research in a knowledge-based, global economy presents many challenges for managers and scholars. Universities and businesses are challenged to be more decisive and offer higher quality products and services, and they must do so with fewer people at lower costs. This means university professors and managers must make more decisions in a shorter period of time, and those decisions must be better. Fortunately, the tools and technologies available to academics and business professionals have expanded dramatically. Now, even “unsophisticated” users can analyze large quantities of complex data with relative ease. The knowledge that emerges from application of these new tools and technologies contributes to better research outcomes and ultimately improved decision making.

Data analysis turns information into knowledge. The amount of information available to managers and researchers has exploded in recent years, and will continue to do so in the future. Until recently, much information just disappeared. It either was not collected, or was discarded, often because there was no cost effective way of keeping it. Today this information is collected and stored in data warehouses, and it is available to be “mined” for improved research projects and better decision-making. Sometimes, the information can be analyzed and understood with simple analytical tools. Other times, turning it into business intelligence requires more complex approaches. This workshop introduces researchers and business professionals to the fundamental statistical methods underlying the analysis and ultimately the understanding of information in large databases. The approach is “hands on” and participants leave with tools that can

be immediately applied to improve their research and/or decision-making.

### LEARNING OUTCOMES

Participants will acquire the skills to:

- Determine which statistical methods best explain relationships between variables.
- Decide when and how to apply a particular statistical method.
- Apply the SPSS and AMOS software packages to analyze data.
- Understand what the numbers in the output mean and how to interpret them.
- Write a report using the results of the data analysis.

### PROGRAMME THEMES AND COVERAGE

- Overview of Multivariate Data Analysis
- Exploratory Factor Analysis
- Multiple Regression Analysis
- Covariance-based Structural Equations Modeling using AMOS
- Confirmatory Factor Analysis
- Partial Least Squares Path Modeling

### PEDAGOGY

The focus of the workshop is to teach participants how to use statistical analysis to examine, interpret and understand large amounts of data. Although speakers may allude to the origins / philosophical background of the techniques under consideration, the focus of this week is applied and practical. The objective is to describe a number of different data analysis methods and examples of how they may be applied to solve and explain management research problems. A “hand-on” approach is applied using the SPSS and AMOS software.

### FACILITATORS

Prof. Joseph F Hair, Jr. , Prof. Arthur H Money and Prof. Nandakumar M K

## PROBLEM SOLVING AND DECISION MAKING

Programme Date: May 18-20, 2011

Last Date: May 8, 2011

### OBJECTIVES

The basic objective of this course is based on the tenets that creativity can be effectively taught through systematic learning and training methodologies. The purpose is to encourage the participants to exercise their imagination and originality to become an effective and creative decision maker. The participants can learn:

- How to formulate problem and evaluate its solutions?
- How to make rational decisions
- How to own the responsibly?
- How to think differently?
- How to be more comfortable with your own creative abilities?

### COURSE COVERAGE

- ◆ Human Heritage: Problem solving, Intelligence, Creativity, and decision making
  - Intuition and knowledge
  - Knowledge, Creativity and inspiration
  - Creativity and evolution
  - Intuition and Insight
  - Motivation, Imagination and creativity
  - Intuition, knowledge, intelligence, wisdom and creativity
- ◆ Problem Solving
  - Problem recognition, formulation and solution
  - Attitudes toward problems
  - Types of problems
  - Creative Problem Solving Techniques
  - Complex problem solving
  - Ideation Techniques
  - Estimation
  - Puzzles for the virtuoso
- ◆ Decision Making

- Judgments and comparisons
- Rational and naturalistic decision making
- Decision making under uncertainty
- Decision analysis techniques
- Mind Maps and Causal Maps
- Analytical decision making
- Problems and benefits of analytic decision making
- ◆ Creativity for problem solving and Decision Making
- Perspectives on Creativity
- Realm of creativity and limits to creativity
- Creativity and creative people
- Types of creativity and its framework
- Individual and team creativity
- Conditions for creativity
- Training for creativity
- Artificial creativity
- Examples of creativity and creative people
- Creative techniques and exercises

### PEDAGOGY

The pedagogy for the program will be a mix of lectures, hands-on exercises, activities and case discussions.

### PARTICIPANTS PROFILE

The program is aimed at middle level executives/ professionals and above.

### FACILITATOR

Prof. Anjan Kumar Swain

## BUSINESS STRATEGY SIMULATION

Programme Date: July 6-9, 2011

Last Date: June 26, 2011

### WHY SIMULATION?

Learning technology has changed. The way adults learn hasn't. Studies show we retain less than 20% of what

we see or hear alone, around 50% of what we both see and hear - but up to 80% of what we interact with. Simulations challenge participants to interact and analyze available information and make critical decisions to solve a business challenge.

Studies has shown that adults

- learn best from hands-on, problem-solving activities.
- learn best they believe the learning will have a personal benefit.
- need to apply new knowledge and skills immediately to aid retention.

At the end of the simulation participants comes to acquire a strategic business mind-set and have a holistic perspective of the business. They cease to look at issues from merely their function perspective.

#### **HOW IS THE SIMULATION RUN?**

Each seminar shall have a maximum of 6 teams, each team having a maximum of 6 persons. There are six functions in the simulation viz. R&D, HR, TQM, Production, Marketing and Finance. There are five market segments with one product each on the day one of the simulation. Participants can introduce another three new products (NPD) in market segments of their choice. They may also opt not to continue with any of the original 5 products during the simulation depending upon their financial and business strategy. They may even opt to exit from market segment(s).

Each seminar shall have a maximum of 8 rounds. Each round is equal to one simulated financial year. Teams will get a total of USD 100 million to run their business. They are required to make decisions regarding inventory, cash management, R&D, working capital requirements, capital budgeting, promotion and advertising, TQM, HR etc. The teams would be evaluated against each other in terms of profit, stock price, market share, ROA, ROS etc.

#### **PARTICIPANTS PROFILE**

The programme is meant for managers of medium and large sized organizations with aspirations for growth. Organizations would benefit more from the programme if they sponsor a team of managers. Specifically, managers

- a. heading a business unit/profit centre
- b. who are expected to take up such responsibility in the near future
- c. willing to move into roles that require handling of strategic issues.

#### **PEDAGOGY**

The seminar is a 'learning by doing' programme. The first day would be devoted to assimilation of the basic concepts in the three functional areas, finance & accounting, marketing and strategy through traditional classroom sessions. The simulation would start from the second day with conceptual inputs from faculty of IIM, Kozhikode.

#### **FACILITATORS**

Prof. Saptarshi Purkayastha and Prof. Nanadakumar M.K.

## **MANAGING GROWTH FOR SMALL & MEDIUM BUSINESS**

Programme Date: August 17-19, 2011

Last Date: August 7, 2011

#### **OVERVIEW**

Small and Medium business are an important part of any economy. These businesses create significant employment opportunities as well as legitimize new market opportunities. Entrepreneurship and small & medium business are tightly connected. While these businesses are legitimizing new market opportunities and providing employment, they are facing stiff

competition as a result of changes in the regulatory or macro environment. This results in a classic trade-off between growth and profitability in these firms.

The programme aims to address issues relating to managing growth and profitability across small and medium businesses. The programme would also strive to unearth creative solutions for growth in small and medium business environment.

#### **LEARNING OUTCOME**

The key objective of this program is to help participants overcome tradeoffs between growth and profitability in their respective organizations. The programme would also equip them to adapt various management tools & techniques for effective decision making in a small and medium business environment.

#### **LEARNING THEMES**

- Organization Essentials: Vision, Mission and Values
- Organizational Strategy: Strategic Positioning & Creativity
- Organizational Performance: Balanced Score Card and Performance Management
- Managing Marketing for growth: Marketing techniques for growth, Corporate Communications and Organizational Marketing
- Managing Finance for growth: Optimal capital structure, Managing Private Equity & venture capital, IPO,
- Managing Human Resources for growth – Recruitment, Training and Development and compensation
- Technology for growth – innovation, technology absorption, patenting

#### **PEDAGOGY**

It would be a mix of lectures, case discussions and experience sharing between the participants and the instructors.

### **PARTICIPANT PROFILE**

The Programme is intended for CEOs or the direct reportees of CEOs / Managing Directors of small and medium businesses. Although, the programme might be beneficial for all organizations, it would benefit the most the organizations with a turnover of less than INR 200 Crores. Organizations need to send their participant's direct reporting relationship, designation and turnover of the organizations as part of their nomination.

### **FACILITATORS**

Prof. Rajesh S Upadhyayula and Dr. Sandeep K. Krishnan

## **STRATEGIC ANALYSIS FOR MANAGERS**

Programme Date: September 26-28, 2011

Last date: September 16, 2011

### **PROGRAMME OBJECTIVES**

This programme provides an opportunity to understand and examine the various strategies that firms can adopt to achieve sustainable and profitable growth in the new global and competitive environment. It recognizes that while formulating and implementing strategies, organizations are required to address the needs of their shareholders and accept responsibilities towards a larger set of stakeholders, namely, customers, suppliers, and members of the society. Specific objective of the programme are,

- a. to inculcate strategic thinking, thereby understanding power play within and between organizations.
- b. analyzing the industrial landscape of a firm
- c. implications of different growth strategies

In order to attain these objectives, the programme will utilize important analytical techniques used for strategy formulation.

### **PARTICIPANTS PROFILE**

The programme is meant for managers of medium and

large sized organizations with aspirations for growth. Organizations would benefit more from the programme if they sponsor a team of managers. Specifically, managers

- d. heading a business unit/profit centre
- e. who are expected to take up such responsibility in the near future
- f. willing to move into roles that require handling of strategic issues.

### **PROGRAM STRUCTURE AND CONTENTS**

- Strategic Thinking: Learning from War
- Understanding Competition
- Growth Strategies: Diversification, Mergers & Acquisitions, Joint Ventures and Strategic Alliances
- Analytical Techniques for industry analysis
- Firm Level Analysis: Value Chain Analysis, Competition vs. Cooptation
- Business in Emerging Economies
- Competing with China
- Scenario Planning

### **PEDAGOGY**

The programme will use multiple modes of interaction such as lectures, case analysis and presentations. In addition to best selling cases, participants would also be provided with readings on concepts and links of articles within the web (in public domain) to aid self exploration by managers.

### **FACILITATOR**

Prof. Saptarshi Purkayastha & Prof. Nanda Kumar M K

## **SELLING TO MAJOR ACCOUNTS**

- AN M DP FOR IT EXECUTIVES

Programme Date: February 15 - 17, 2012

Last date: February 5, 2012

### **INTRODUCTION AND COVERAGE**

The job of salesperson has become quite difficult with

buying cycles in IT sector getting longer and less predictable, sales calls taking more time and cost, buying centers becoming more complex and sophisticated. In such conditions, the role of salesperson is to save resources like money, and time and yet provide value to the customers that befits to their expectations.

This programme will provide a framework for understanding several nuances of selling to major accounts in the Information Technology domain. The programme would broadly cover the following four aspects in major account selling;

- Understanding the nature of IT business
- Strategizing the major account planning
- Key issues in selling to major accounts
- Managing the Major Account Team for productivity and value creation

### **PARTICIPANTS PROFILE**

**Executives in the IT Industry who are of the following ranks:**

- National Account managers
- Key Account Managers
- National Sales Managers

### **BENEFITS OF ATTENDING THE PROGRAMME**

This programme offers several tools and techniques that

- improve the sales performance, especially when selling to major accounts
- enables to understand the needs of the customers and buying centers
- enables to create value to the customer as expected by them
- helps in planning and implementing major account relationship strategies
- helps in motivating and leading sales teams involved in major sales.

### **FACILITATORS**

Prof. G Sridhar and Prof. Rajesh Upadhyayula

## FINANCE AND ACCOUNTING

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
Human Capital Metrics and Valuation	Prof. Abhilash Nair and Prof. T N Krishnan	June 2 - 4, 2011	28500	23000	31
International Financial Reporting Standards	Prof. Sudershan Kuntluru	July 7 - 9, 2011	28500	23000	31
Evaluating Financial Performance through Financial Statement Analysis	Prof. K K Ramesh	September 1 - 3, 2011	28500	23000	32
Spreadsheet Modeling for Financial Decision Making	Prof. S S S Kumar and Prof. Sony Thomas	March 12 - 14, 2012	28500	23000	32



# HUMAN CAPITAL METRICS AND VALUATION

Programme Date: June 2-4, 2011

Last date: May 23, 2011

## INTRODUCTION

Businesses have for long been struggling with the notion of 'Human Capital' and how is it different from 'Human Resources'. The program on 'Human Capital Metrics and Valuation' aims to bring together the key knowledge on the topic beginning with the origin, evolution and frame work for quantification of value of human resources to the business.

The valuation of human assets sends signals to all stakeholders in an organisation. It signals the companies prospect to its investors; to a customer it signals the organisation's ability to service his/her requirement; to its employees it signals their value to the organization and to the management it signals the effectiveness of its Human Resource (HR) policies. A tangible takeaway from this program would be the critical metrics to measure human capital in organisations belonging to different industries who are at different growth trajectories. These metrics would be developed and refined during deliberations and interactions that will take place during the course of the program

## PARTICIPANTS PROFILE

- Middle and Senior Level HR, Finance and Accounting Executives
- HR Consultants
- Chief Information Officer or Personnel in charge of planning Decision Support Systems
- Investment Valuation Firms
- Employees who are in charge of Investor Relations

## OBJECTIVES

The broad objectives of the program are to enable the organization to:

- Identify and measure human capital and in the process manage and leverage investment in people.
- Measure the Return on Investment on HR investment
- Signal to the different stakeholders, the value created by the organisation's human capital decisions
- Arrive at a more comprehensive value of a target firm (for acquisition)

## PROGRAMME CONTENTS

The program is divided into five phases.

### Phase 1: Introduction to human capital

- Role of Intangibles in creating Value
- What is Human Capital
- Perspective and Evolution of Human Capital
- Managerial Implications of Measuring human Capital

### Phase 2: The Building Blocks

- Identifying Human capital which generates value
- Human capital development and measurement framework
- Factors driving human capital
- Maximising the value of human capital – Assessing Rol

### Phase 3: The Measurement Models

- Basics of Valuation
- Cost Based Models of Human Capital
- Economic Value based Models of Human Capital
- H.R. Valuation and Stock Prices

### Phase 4: Performance Measurement, Rewards and Value Creation

- Economic Value Added – Linking compensation and performance
- Balanced Score Card – Aligning individual and organisational goals
- Management by objectives
- Incentive Strategies

### Phase 5: Recent Developments

- H.R. valuation under uncertainty
- Application of HR Valuation techniques in own organizations

## FECILITATORS

Prof. Abhilash Nair and Prof. T N Krishnan

# INTERNATIONAL FINANCIAL REPORTING STANDARDS

Program Date: July 7-9, 2011

Last Date of Registration: June 27, 2011

## OVERVIEW

International Financial Reporting Standards (IFRS) as a global accounting language seeks to bring about a convergence in the way corporate accounts are prepared globally. The fundamental difference among IFRS, other countries' Generally Accepted Accounting Principles (GAAP) and US GAAP is the underlying principles on which these standards are based. GAAP in a few countries, including US, are formed on rule-based system where as IFRS is based on concept-based system. Concept-based standards are qualitative and to apply them, capturing the economic substance underlying a transaction is essential.

Approximately 120 nations have accepted IFRS for domestic listed companies. In Indian context, Government of India along with the Institute of Chartered Accountants of India (ICAI) has charted out a three-phase IFRS convergence process for Indian companies with the first phase beginning in April 2011. The level of technical preparedness of industry, accounting professionals expertise with international standards and economic environment prevailing in the country would pose challenges to a smooth switch to IFRS.

## LEARNING OUTCOMES

This programme would be useful to executives who want to enhance their knowledge in preparing and understanding of financial statements. It also facilitates in making more informed decisions.

- Provides an in-depth analysis of the accounting and disclosure requirement under IFRS.
- Enables the participants to understand the IFRS framework by keeping into consideration the Indian

financial reporting requirements (Indian GAAP) in perspective and explain the differences in Indian GAAP and IFRS.

- Understand the approach to restate and interpret the financial statements as per IFRS.

#### **PROGRAM THEMES AND COVERAGE**

- Overview of Indian and International Accounting Standards
- Reporting Standards – Why, What, How and When
- IFRS frameworks
- Significant concepts in IFRS
- Impact of IFRS on Indian Economic environment
- Preparation and Presentation of Financial Statements (IAS 1)
- First-time adoption and Options available (IFRS 1)
- Revenue Recognition and related IFRICs
- Property, plant & equipment (PPE) and intangible assets
- Financial Instruments
- Consolidated financial statements
- The effect of change in foreign exchange rates
- Approach to IFRS conversion
- IFRS: impact on various industries and sectors
- Case Studies

#### **PARTICIPANTS PROFILE**

Executives who belong to the functional area of accounting and finance from any organization would greatly benefit from this programme. However, executives belonging to other functional areas may also benefit from this programme provided they possess the basic knowledge of accounting tools and techniques and their job structure requires them to understand and utilize financial data for planning and decision making purposes. Accountants, auditors, financial analysts, professional members like CA, CS, CWA, and corporate and investment banks would greatly benefit from this programme.

#### **FACILITATOR**

Prof. Sudershan Kuntluru

## **EVALUATING FINANCIAL PERFORMANCE THROUGH FINANCIAL STATEMENT ANALYSIS**

Programme Date: September 1-3, 2011

Last date: August 21, 2011

#### **OVERVIEW**

If there is one lesson that that the recent economic crisis has for bankers and lenders, it is that due diligence is required when it comes to lending. While the expected growth trajectory of the Indian economy will increase the appetite for credit, this needs to be tempered with due examination of the financial strengths of the creditor. To be effective in this scenario, managers need to understand the finer nuances of interpreting financial statements - How to read them - Analyse it and draw proper inferences about the financial health of an organization.

#### **COVERAGE**

- Financial Statements
- Contents
- Income Statement and balance sheet
- Analysis of financial statements
- Techniques
- Ratios
- Comparative statements

#### **PARTICIPANTS PROFILE**

This program is recommended for Middle Level Managers from Public & Private Sector Banks, Non Banking Financial Institutions and other Companies.

#### **PEDAGOGY**

- Lectures with presentation
- Illustrations and real life cases will be discussed and analyzed

#### **FACILITATOR**

Prof. K K Ramesh

## **SPREADSHEET MODELING FOR FINANCIAL DECISION MAKING**

Programme Date: March 12-14, 2012

Last Date: March 2, 2012

#### **OVERVIEW**

Microsoft Excel has become an inevitable tool for financial decision making. There are lots of sophisticated tools which are used in arriving at financial decisions. However, virtually everyone who does financial decision making uses Excel in some capacity, if not exclusively. Excel has become a universal tool through which financial decision makers communicate against each other. Spreadsheets today contain built-in analytical capabilities previously unavailable in a single package. Users often had to learn a variety of specialized software packages to do any relatively complex analysis. to monitor your investment decisions, financing decisions and risk management decisions. The possibilities are quite literally endless.

#### **LEARNING OUTCOMES**

At the end of the programme the participants will be well-versed with the spreadsheet facilities which are quite utilitarian and learn how various features of the spreadsheets can be creatively used to develop models that aid in financial decision making.

#### **LEARNING THEMES**

Introduction to spreadsheet basics Performing basic financial calculations using Excel's built-in functions Understanding Excel's macro functions. Constructing pro forma financial statements Excel models to value bonds and stocks.Portfolio construction Beta estimationPerform project risk analysis Build models to perform Monte Carlo simulationValue at risk computations

#### **PARTICIPANTS PROFILE**

Middle Level Executives

#### **FACILITATORS**

Prof. Sony Thomas and Prof. S S S Kumar

## OPERATIONS MANAGEMENT

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
Project Management	Prof. Rupesh Kumar Pati	April 27-30, 2011	37500	30000	35
Operational Excellence through Lean Six Sigma	Prof. G Thangamani	June 20-23, 2011	37500	30000	35
Lean Manufacturing and Beyond	Prof. Bikram K Bahinipati, Dr. G Anand	September 19-22, 2011	37500	30000	36
Managing Service Operations in HealthCare	Prof. Rupesh Kumar Pati	December 5-7, 2011	28500	23000	37
Practices in Logistics and Supply Chain Management	Prof. Sanjay Jharkharia	January 16-18, 2012	28500	23000	38
Unscrambling Data and Intelligent Decision Making with Quantitative Methods – Module 1	Prof. C Raju	January 18-20,2012	28500	23000	38
Operations Strategy	Prof. Sanjay Jharkharia	February 8-10, 2012	28500	23000	39
Unscrambling Data and Intelligent Decision Making with Quantitative Methods – Module 2	Prof. C Raju	February 20-22, 2010	28500	23000	39



# PROJECT MANAGEMENT

Programme Date: April 27-30, 2011

Last Date: April 17, 2011

## INTRODUCTION

Regardless of industry size, project driven or not, companies (core as well as ITES) can leverage project management capability into a competitive advantage by completing work on time and on budget in an environment which reinforces alignment with organizational strategy. In the past, many of projects have failed not due to lack of technical expertise but due to limited knowledge of project management by the team leaders and managers. The non-repetitive, irreversible nature of these activities and huge capital investment makes the knowledge of scientific and advanced skills mandatory for proper management of projects. In the case of IT industry, most of the operations are carried out in the project mode. The Software project management is becoming a Key Success factor along with technical skills of the IT architects. This programme is designed to impart necessary skills in managing large projects in different domains ranging from construction to IT.

## OBJECTIVE

Through this course the participants will learn how to initiate, execute, control and close a project as well as analyze the information in order to draw conclusions that will benefit the organization from the outcomes. Upon completion of this course the participants are expected to be able to: Apply project management principles to business situations, apply tools and techniques for effective management of time and costs in projects, managing uncertainty in projects, hands on training with MS project software

## PARTICIPANTS PROFILE

This program is ideally suited for Project Managers and

Project Leaders with at least 4-5 years of work experience in a project environment. Middle and senior level executives responsible for managing change and new initiatives are also eligible. Also, professionals with 4-5 years of experience who work on projects in various capacities and career changers can enrol for this program.

## COVERAGE

Introduction to Project Management  
Project Selection & Formulation  
Project Time and cost estimation  
Developing Project Plan  
Resource Management  
Managing uncertainty in project  
Progress, Performance measurement and evaluation  
Critical Chain Project Management  
Project Quality  
Project Organisation, Teams & leadership  
Negotiation and conflict management in projects  
Software Project Management (Frame works & Models)

## PEDAGOGY

Through lecture, class discussion, case study approach, real-world examples and exercises drawn from the experiences of both instructor and attendees.

## FACILITATOR

Prof. Rupesh Kumar Pati

# OPERATIONAL EXCELLENCE THROUGH LEAN SIX SIGMA

Programme Date: June 20-23, 2011

Last Date: June 10, 2011

## OVERVIEW

In today's business environment, where global

competition and constant price reduction demands from customers impact heavily on management to have lean enterprise and world class quality products & services for their organization. Lean Six sigma concepts have helped companies to remain competitive, innovative and profitable. "Lean" implementation reduces non-value adding activities and wastes from processes leading to cost and cycle-time reduction, customer satisfaction. Six Sigma drives customer satisfaction thro' standardized high quality by reducing variations and decreasing defects.

This programme will provide an introduction to the concepts of "lean" and "Six Sigma" to executives or organizations interested waste reduction, quality and process improvement. Modules will be helpful to implement an integrated "Lean Six Sigma" approach focused on realizing return on investment and bottom line impact. The principles of Lean and Six sigma will be discussed through an integrated approach. Manufacturing and non-manufacturing firms who are just getting started or contemplating a Lean Six Sigma initiative will find this programme valuable. To aid in illustrating the application of these principles to diverse and global businesses, various case studies have been selected and included. Lean Six Sigma can be used as a framework to foster improved performance and ensure continued customer satisfaction and loyalty.

## OBJECTIVES

- Introduce participants the concepts of "Lean" and "Six Sigma" and the need for an integrated approach
- Introduce participants to the Lean Six sigma methodologies
- Provide information on how to select and conduct Lean Six sigma projects
- Introduce participants with the tools and techniques of Lean Six sigma.

- Demonstration and applications of tools through case studies
- Develop a plan for starting a Lean Six sigma journey in your organization.

#### **CONTENT**

- Six sigma and Lean Philosophies and Principles
- Integrating Lean and Six sigma
- Project selection for Lean Six sigma
- Lean Six sigma methodologies
- Tools and Techniques of Lean Six sigma
- Demonstrating methodology thro' case studies
- Ensuring success of a Lean Six sigma initiative

#### **PARTICIPANT PROFILE**

Managers / Executives responsible for production, quality, maintenance, procurement, service etc.

#### **PEDAGOGY**

The teaching methodologies would include appropriate mix of lectures, numerical examples, case studies and group activities & presentations.

#### **FACILITATOR**

Prof. G Thangamani

## **LEAN MANUFACTURING AND BEYOND**

Programme Date: September 19-22, 2011

Last Date: September 9, 2011

#### **OVERVIEW**

Companies around the world are attempting to improve their products and services while at the same time

reducing waste and corresponding costs through various means such as Business Process Re-Engineering (BPR), Automation, Six-Sigma, Lean Manufacturing (LM), Reliability Centred Maintenance (RCM), etc. Among these initiatives, the philosophy of Lean Manufacturing has attracted the attention of many industries.

Successful implementation of a Lean Manufacturing improves an organization's market and financial performance. However, many aspects of Lean Manufacturing are counterintuitive to traditional manufacturing thinking and practices. Hence, it becomes important that organizations adopting a lean approach understand the scope, the different tools, techniques, practices, procedures, guidelines (in short, 'elements'), and the potential capability of lean. This programme is designed to help you and naturally your organization gain an understanding of the scope of a lean effort. It provides valuable insight into lean elements, and recommends tips for an implementation roadmap.

Lean efforts are not just limited to manufacturing; a lean mindset applies to any process. It can be used to reduce waste and add value to processes in the office, in maintenance, in R&D and even in supply chain. In particular, the impact of a lean approach in the entire supply chain can be even more dramatic than in manufacturing processes! This programme also equips you and your organization to understand the supply chain aspects, the impact of lean efforts on supply chain, application of lean elements outside your organization and reduce wastes that happen in the entire chain.

#### **LEARNING OUTCOMES**

At the end of this programme, the participants will be able to:

- Understand the fundamental concepts behind Lean Manufacturing and Supply Chain Management

- Appreciate the utility and capability of Lean Manufacturing
- Utilise and implement various lean tools not only in manufacturing, but also in supply chain and other business processes
- Adjust and adapt themselves to the lean culture that may prevail within an organisation

#### **PARTICIPANT PROFILE**

The program is designed for supervisors, engineers and middle-level managers, who will be taking active part in the Lean Manufacturing efforts of an organization. Even, the Graduate Engineer Trainees (GETs), Management Trainees (MT), the Entrepreneurs and CEOs of small and medium scale organizations, who are novice and having little knowledge about Lean Manufacturing can benefit from this programme.

#### **LEARNING THEMES**

- Lean Manufacturing
  - ◆ An overview of lean manufacturing: concepts, capabilities and limitations
  - ◆ LM elements – concepts, applications and limitations
  - ◆ Implementation – approach, hurdles and case studies
  - ◆ Assessment – performance measures and methodology
  - ◆ Application of lean in other business processes such as R&D, maintenance
- Lean Supply Chain
  - ◆ An overview of supply chain concepts
  - ◆ Impact of LM on supply chain
  - ◆ LM elements for supply chain
  - ◆ Applications and examples

## **PEDAGOGY**

The pedagogy involves:

- Class room teaching and lecturing
- Group activities and presentation
- Case studies
- Other multi-media tools such as videos, animations, etc.

## **FACILITATORS**

Pof. G. Anand and Prof. Bikram K Bahinipati

# **MANAGING SERVICE OPERATIONS IN HEALTHCARE**

Programme Date: December 5-7, 2011

Last Date: November 25, 2011

## **INTRODUCTION**

The health of a society is an important parameter to assess a country's development in this modern industrial world. India's exploding population along with unhygienic living condition imparts tremendous pressure to deliver high quality and affordable healthcare to its citizens. Prolonged medical care for an ageing population, increasing costs to manage chronic diseases, new but costly treatment possibilities, the need for more healthcare personnel, and the demand for high-quality patient treatment are important factors in this context. Patient treatment requires the cooperation of healthcare providers from various medical disciplines and organizations. Across these disciplines, diagnostic and therapeutic procedures must be planned and prepared, appointments must be made, medical interventions accomplished. In the current scenario in most of the cases patients have to wait because resources (e.g., physicians, rooms, or technical equipment) are not available. An unnecessary long duration of a treatment process can increase the invasiveness of the treatment and therefore the discomfort for the patient and the costs for the healthcare organization. These trends is

expected to accelerate because healthcare increasingly involves many different organizations in healthcare chains, making overall process awareness more difficult, hence the need for efficient management of operations in healthcare service.

## **OBJECTIVE**

It is believed that the answer to many of the dilemmas faced by the healthcare system, such as spiraling costs, decreasing profitability, adverse events, overuse and under-use of certain procedures, inadequate access, and poor quality, lie within organisational operations—the nuts and bolts of healthcare delivery. The healthcare arena is filled with opportunities for significant operational improvements. The key in this change is process optimization. Emphasis needs to shift from a physician-oriented, intra-departmental view towards a patient-oriented, end-to-end health chain view. Internal layout and control must be redesigned such that both the interests of the patient and of the organization are addressed. A wide variety of complex strategic and operational decisions have to be made that contribute to the simultaneous optimization of quality of care, costs, and patient lead-time. Healthcare Operations Management is about operations management and the strategic implementation of programs, techniques, and tools for reducing costs and improving quality in Healthcare. Healthcare managers interested in healthcare process improvement have difficulty seeing the applicability of the science of operations management when most texts focus on widgets and production lines, while the managers' focus is on patients and providers.

## **COVERAGE**

- Introduction to Healthcare Operations (provides an overview of the challenges and opportunities found in today's healthcare environment).
- Developing service concept, service strategy vision and market position, service blueprinting for Health care service.

- Healthcare facility location/ layout,
- Forecasting customer demand in healthcare service,
- Manage demand and human resources to address patient needs,
- Providing resource efficiency in healthcare (scheduling): utilization of scarce resource.
- Productivity measurement and quality improvement with tools like DEA, QFD, Robust quality, six sigma, lean management etc.
- Supplier selection issues and Managing Projects in Healthcare
- Applications of simulation tools to improve healthcare operational issues etc

## **PEDAGOGY**

The programme not only intends to provide important insight to the participants from operations management, but also the strategic implementation of programmes, tools and techniques for cost containment and quality improvement. The discussions of various concepts will be through the following pedagogies: lecture, class discussion, case study approach, real-world examples and exercises drawn from the experiences of both participants.

## **PARTICIPANTS PROFILE**

The program is constructed around the hospital and healthcare system environment, information covered will also benefit participants who have similar roles in skilled nursing facilities, physician practices, adult day care, community healthcare centers and other fixed facility healthcare programs. The target audience may include a wide spectrum of health care workers such as 1) clinicians / physicians, 2) Representative of NGO working in Healthcare, social workers, and counsellors, 3) health educators, 4) health service managers or administrators, 5) public relations officer etc.

## **FACILITATOR**

Prof. Rupesh Kumar Pati

# PRACTICES IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Programme Date: January 16-18, 2012

Last Date: January 6, 2012

## OBJECTIVE

- To apprise the participants of the potential advantages of implementing the Supply Chain Management Practices and henceforth motivate and train them in that direction.
- To have open discussions on latest SCM practices being followed by leading companies in their area.

## COVERAGE

- Introduction to SCM Practices in various sectors of industries.
- Review of SCM practices being followed in Indian Industries.
- Best practices being followed by Global Leaders (case studies).
- Application of IT Tools such as Bar-coding, Extranet, ERP etc. towards supply chain effectiveness.
- Partnership and Vendor related issues such as selection, optimum number to employ, development, and their rating etc.
- Logistics related issues such as outsourcing, 3PL etc.
- Performance measures for Supply Chains.

## PARTICIPANTS PROFILE

Corporate Professionals responsible for Planning/ Execution/ Monitoring of Supply Chain Activities of their organization.

## PEDAGOGY

Mainly lectures and cases. Group activities will also be undertaken to supplement

## FACILITATOR

Prof. Sanjay Jharkharia

# UNSCRAMBLING DATA AND INTELLIGENT DECISION MAKING WITH QUANTITATIVE METHODS – MODULE 1

Programme Date: January 18-20, 2012

Last Date: January 8, 2012

## OVERVIEW

Information contained in data is a vital aid in management decision making. Data is like water. It's vital to our lives; we cannot survive without it. But if too much pours over us - we drown. To keep from drowning in data we must learn to use it properly, which means figuring out what the data is telling us. After all, it isn't the data itself we use to make decisions; it's the knowledge within the data that we use. This is why we must learn how to analyze data - how to determine just what result we need to make the decisions; how to get that result, and then - this is the most crucial step of all — how to reach inside this data to grasp the knowledge it contains. This otherwise means, turning data into Knowledge.

*-Herbert E. Meyer*

Statistical thinking will one day be as necessary for efficient citizenship as the ability to read and write.

*- H.G. Wells*

Effective decision making is crucial. Being statistically literate is essential. In a highly competitive and an increasingly Internet-centric world, where information

and data is available in abundance, it is vital to focus on statistics in decision analysis as a primary tool of effective decision making. Broadening statistical knowledge enables one to engage in decision-making processes with authority, accuracy and integrity. The most successful managers are those who can understand and use information effectively.

Advances in Statistical tools and techniques coupled with application software can considerably aid in intelligent decision making, speed and accuracy, product designing, production management, market research and customer relationship management. This MDP aims at developing at individual level, understanding of data, concepts of appropriate quantitative techniques, data visualizing, analytical and interpreting abilities.

## LEARNING OUTCOMES

This course will enable one –

1. to visualize data in a knowledge perspective
2. to understand appropriateness of statistical concepts
3. how to analyze data
4. how to determine just what result is needed to make decisions
5. how to get that result; proper application of quantitative techniques as well as right use of appropriate software
6. how to reach inside the data to grasp the knowledge it contains
7. how to interpret results of data analyses for intelligent decision making
8. to be conversant with management analytical techniques and develop in to an independent decision maker

## PROGRAM THEMES

**Theme:** Facilitating good understanding of data, quantitative and qualitative analytical skills, using appropriate statistical software, interpreting analyses results to suit to effective decision making

## COVERAGE

The Module-1 covers the following topics.

1. Data
  - a) Data quality: accuracy, completeness, consistency, timeliness, believability, interpretability
  - b) Data cleaning: e.g. missing/noisy values, outliers
  - c) Data integration from multiple sources
  - d) Data reduction
  - e) Data transformation and data discretization – Normalization - hierarchy generation

(Real life data from different domain will be used to demonstrate the various topics mentioned above)

2. Presentation of data using descriptive measures, percentages and contingency tables will be illustrated. Appropriate use of such measures will be discussed with ample examples.
3. Decision theory - probability and probability distributions – data analyses using real life data
4. Samples and Statistical Inference (including testing of hypotheses) - data analyses using real life data
5. Relationships – Correlation and Regression Analysis; Detecting and Correcting Violations of Regression Assumptions - data analyses using real life data
6. Analysis of Variance - data analyses using real life data
7. Forecasting methods
8. Outliers and procedures to deal with outliers

Participants are encouraged to bring their own data and laptop. This will facilitate better understanding and appreciation of the Analytical skills.

## PARTICIPANTS PROFILE

1. Any one concerned with decision making and data analyses.
2. Management personnel at all levels in Marketing Research, Sales, Production, Finance, Insurance, Operations, Planning & Development, Manufacturing, Pharmaceutical, Food and Beverages, Transport and Logistics.
3. No prior knowledge on Statistical Methods is required

## PEDAGOGY

1. Interactive Lectures and Demonstrations
2. Hands on practical training using statistical software – XLSTAT, SPSS, and R
3. Case discussions
4. Using Participants Data for Analyses and Interpretations for effective decision making

## FACILITATOR

Prof. C Raju

# OPERATIONS STRATEGY

Programme Date: February 8-10, 2012

Last date: January 28, 2012

## INTRODUCTION AND OBJECTIVES

The programme on Operations Strategy deals with operating decisions that have long-term and irreversible impact on a firm's profitability, and enhances the ability of the firm to compete effectively and deal with the rapidly changing environment. The programme provides an introductory exposure to the major concepts of operations strategy. This will also be useful to those who participants who are dealing with the managers of other functional areas such as marketing, finance, accounting since it aims to develop inter-functional communications and to illustrate the relations between operations and other functional areas, and the firm as a whole.

While the programme focus on different aspects of operations strategy, three basic themes will be stressed throughout the course. First, developing operations strategy involves considering factors beyond the traditional boundaries of the operations function. Such factors include the overall competitive position of the firm, the nature of market demand, competitor's

actions, government regulations, and so on. Second, there is a strong linkage between a firm's competitive strategy and its operations strategy. If this linkage is maintained, operations can become a formidable competitive weapon. If this linkage is neglected, even the best-designed strategies can fail. Finally, the programme will consider operations strategy issues in an integrative manner by developing the interrelationship between operations, finance, and accounting.

## PARTICIPANTS PROFILE

Corporate Professionals responsible for Planning/ Execution/Monitoring of Operational Activities of their organization.

## PEDAGOGY

Mainly lectures and cases. Group activities will also be undertaken to supplement lectures and cases.

## FACILITATOR

Prof. Sanjay Jharkharia

# UNSCRAMBLING DATA AND INTELLIGENT DECISION MAKING WITH QUANTITATIVE METHODS – MODULE 2

Programme Date: February 20-22, 2012

Last date: February 10, 2012

## OVERVIEW

Information contained in data is a vital aid in management decision making. Data is like water. It's vital

to our lives; we cannot survive without it. But if too much pours over us - we drown. To keep from drowning in data we must learn to use it properly, which means figuring out what the data is telling us. After all, it isn't the data itself we use to make decisions; it's the knowledge within the data that we use. This is why we must learn how to analyze data - how to determine just what result we need to make the decisions; how to get that result, and then - this is the most crucial step of all — how to reach inside this data to grasp the knowledge it contains. This otherwise means, turning data into Knowledge.

-Herbert E. Meyer

Statistical thinking will one day be as necessary for efficient citizenship as the ability to read and write.

- H.G. Wells

Effective decision making is crucial. Being statistically literate is essential. In a highly competitive and an increasingly Internet-centric world, where information and data is available in abundance, it is vital to focus on statistics in decision analysis as a primary tool of effective decision making. Broadening statistical knowledge enables one to engage in decision-making processes with authority, accuracy and integrity. The most successful managers are those who can understand and use information effectively.

Advances in Statistical tools and techniques coupled with application software can considerably aid in intelligent decision making, speed and accuracy, product designing, production management, market research and customer relationship management. This MDP aims at developing at individual level, understanding of data, concepts of appropriate quantitative techniques, data visualizing, analytical and interpreting abilities.

### LEARNING OUTCOMES

This course will enable one –

1. to visualize data in a knowledge perspective
2. to understand appropriateness of *advanced* statistical concepts
3. how to analyze *multivariate and multi-dimensional* data
4. to understand data reduction, dimensionality reduction, data handling, data preprocessing and centering
5. how to determine just what result is needed to make decisions
6. how to get that result; proper application of quantitative techniques as well as right use of appropriate software
7. how to reach inside the data to grasp the knowledge it contains
8. how to interpret results of data analyses for intelligent decision making
9. to be conversant with management analytical techniques and develop in to an independent decision maker

### PROGRAM THEMES

**Theme:** Facilitating good understanding of data, quantitative and qualitative analytical skills, using appropriate statistical software, interpreting analyses results to suit to effective decision making

### COVERAGE

Module-2 covers the following topics.

1. Brief introduction to data, data quality, accuracy, completeness, consistency, timeliness, believability, interpretability, check and prepare your data
2. Introduction to Multivariate Data, Multivariate Linear Regression (MLR) and methods of analyses

3. Introduction to Principles of projection methods: Principal Component Analysis (PCA)
4. Principal Component Regression (PCR) and Projected Latent Structure Regression (PLSR). Comparison of MLR, PCR and PLSR
5. Outliers in PCA and PLSR. Validating and interpreting a regression model and prediction
6. Data and model checks; model validation; refining a model.
7. Classification – Cluster Analyses
8. Factor Analyses
9. Discriminant Analysis and Logistic Regression
10. Conjoint Analysis

Participants are encouraged to bring their own data and laptop. This will facilitate better understanding and appreciation of the Analytical skills.

### PEDAGOGY

1. Interactive Lectures and Demonstrations
2. Hands on practical training using statistical software – **XLSTAT, SPSS, R and THE UNSCRAMBLER**
3. Case discussions
4. Using Participants Data for Analyses and Interpretations for effective decision making

### PARTICIPANTS PROFILE

1. Any one concerned with decision making and data analyses.
2. Management personnel at all levels particularly from **Manufacturing, Oil and natural gas, Petro-chemical, Pharmaceutical, Food and Beverages** and in Marketing Research, Sales, Production, Finance, Insurance, Operations, Planning & Development, Transport and Logistics.
3. **Prior knowledge on Basic Statistics is required**

### FACILITATOR

Prof. C Raju

## ECONOMICS

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
Business Forecasting	Prof. Kausik Gangopadhyay	June 8-10, 2011	28500	23000	43
Micro Analytics	Prof. Shubhasis Dey	June 15-17, 2011	28500	23000	43
Predictive Analytics for Business Decision Making	Prof. Kausik Gangopadhyay	December 14-16, 2011	28500	23000	44



# BUSINESS FORECASTING

Programme Date: June 8-10, 2011

Last Date: May 28, 2011

## OVERVIEW

How would the sale of a company's product change in the face of booms and recessions? What exactly is the role of the past sales in determining the future sales? How exactly do the mathematical forecasting tools predict the future sales? How would a manager infer the monthly and seasonal fluctuations in sales? How would a manager decide on the rate of growth of the company in a booming trajectory? What is exactly special about the financial data in high frequency? What kind of tools is required for the financial sectors?

Answers to these questions require good understanding of econometrics in the context of time series techniques. Managers of the business world are often asked to make qualitative and quantitative inference from various types of time series data. A successful business strategy would come when there is the basic understanding of the objective prediction coming out of the data. In the modern business world, it is becoming of more and more significance to use the state of the art mathematical and statistical model to analyse data. These highly powerful models essentially supplement one with the subjective knowledge of the domain.

## LEARNING OUTCOME

The key objective of this program is to familiarize managers with the various techniques of time series with a focus towards forecasting in the context of business applications. In this program we will use our knowledge of econometrics to understand the data structure and show how econometrics techniques can be used to make rigorous inference from these data structures. This knowledge is going to serve as a vital component of the skill set that our participants are going to carry forward

in their pursuit to becoming leaders of our business world.

## LEARNING THEMES

- Basic ordinary least square regression: Prospects and problems
- Time series data: an introduction
- Secular trend and seasonality: De-trending and smoothing techniques
- Stationary and non-stationary time-series
- AR, MA and ARMA processes: Box-Jenkins Methodology
- Integrated processes of order one and more: ARIMA models
- Cointegration and spurious regression
- Vector Error Correction methods
- Financial time series: ARCH and GARCH models

## PEDAGOGY

The program will primarily rely on lectures and class discussions as modes of communicating the theories behind the estimation techniques, which will be appropriately supplemented by demonstrations of data manipulation and estimation techniques using relevant softwares like STATA and GRET. Additionally, the instructor may arrange some numerical and business simulations for an interactive approach.

## PARTICIPANTS PROFILE

The participants of this program will require basic knowledge of econometrics and statistics, acquired through either formal training or job experience. Participants, who have no exposure to data-based inference, will find this program a good place to start practicing hands-on analysis and estimation of data using relevant software. Managers who are already making qualitative and quantitative inference from various types of data will also find this program helpful in making their

business decision-making systems capable of handling an extensive range of economic data-generating processes.

## FACILITATOR

Prof. Kausik Gangopadhyay

# MICRO ANALYTICS

Programme Date: June 15-17, 2011

Last Date: June 5, 2011

## OVERVIEW

How would you decide who to give credit to from a set of credit applications or who to hire in your company or who to insure in your insurance company? How would you estimate the likelihood that your hostile takeover bid for a company will succeed? What explains the number of hospital visits that patients make – information critical to the hospital or the health insurance company that you are running? How would you estimate default rates of your potential customers? How would you estimate the monthly likelihood of default of a car loan that you have offered or the likelihood that an employee in your company will leave this quarter? What and how would you infer when a borrower wants to post collateral for your loan? How would you use the information gained from tracking a group of customers over time? To find answers to these questions one would require a firm understanding of microeconomics, microeconomic data structures and microeconomic techniques. Managers of the business world are often asked to make qualitative and quantitative inference from various types of microdata, which often hold the key to successfully implementing profitable strategies for their businesses. Knowing how to collect, manage, maintain and make sense of microdata is essential to running any successful business in today's information-driven world.

### LEARNING OUTCOME

The key objective of this program is to familiarize you with the various techniques of microeconometrics and their business applications. In this program we will use our knowledge of microeconomics to understand the generation of various microeconomic data structures and show how microeconomic techniques can be used to make rigorous business-related inferences from these data structures.

### LEARNING THEMES

- Distinctive aspects of microeconometrics
- Microeconomic data structures and data manipulation techniques
- Binary outcome models: Probit and Logit models and their applications
- Multinomial models and their applications
- Ordinal models and their applications
- Count Data Models and their applications
- Censored regression model: Tobit model and its application
- Regression model of selection and its
- Duration models and their applications
- Structural models and their applications
- Panel data models and their applications

### PEDAGOGY

The program will primarily rely on lectures and class discussions as modes of communicating the theories behind the estimation techniques, which will be appropriately supplemented by demonstrations of data manipulation and estimation techniques using relevant microeconomic softwares.

### PARTICIPANTS PROFILE

The participants of this program will require basic knowledge of microeconomics and statistics, acquired through either formal training or job experience. Participants, who have no exposure to data-based inference, will find this program a good place to start practicing hands-on analysis and estimation of microdata using relevant microeconomic softwares. Managers

who are already making qualitative and quantitative inference from various types of microdata will also find this program helpful in making their business decision-making systems capable of handling an extensive range of microeconomic data-generating processes.

### FACILITATOR

Prof. Shubhasis Dey

## PREDICTIVE ANALYTICS FOR BUSINESS DECISION MAKING

Programme Date : December 14-16, 2011

Last Date: December 4, 2010

### OVERVIEW

The world today is characterized by uncertainties, massive and collective investments by governments', rise of global corporations and hyper-competitive environments. Developments in communication and information technology are revolutionizing the way organizations work. Information technology deployments across global corporations are leading to an efficient and timely use of information by corporations. Consequently, a few organizations have used the power of Analytics to unearth new sources of competitive advantage for their respective organizations. However, by and large, decision making at a number of organizations have not changed drastically despite the overload of information available to managers or key decision makers. Thus, managers and organizations are missing out a basis of differentiation available to them. Analytics helps managers build competitive strategies relying on data driven insights to generate better business results. Specific tools & techniques would help in selection of most profitable customers, targeted promotion techniques, estimating customer life time value, optimizing supply chains and identifying true drivers of financial performance.

### LEARNING OUTCOME

The key objective of this program is to equip participants with basic concepts, tools and techniques in econometrics besides familiarizing them with some of the application of these techniques to real world business problems.

### LEARNING THEMES

- Data Mining Tools for discovering patterns
- Business Prediction
- Regression Analysis
- Techniques for handling missing data
- Classification and Regression trees
- Multivariable analysis
- Applications of these techniques in areas such as customer selection, customer retention, credit scoring, fraud detection, etc

### PEDAGOGY

It would be a mix of lectures, case discussions and experience sharing between the participants and the instructors. It would also be supplemented with hands-on experience in a few packages which would help participants get a feel of the issues in management of data and usage of these techniques to various problem situations. Additionally, the instructor may arrange some numerical and business simulations for an interactive approach.

### PARTICIPANTS PROFILE

The Programme is intended for decision makers and managers who would like to advance the usage of analytics for decision making in their organizations. The programme may also be of interest to various organizations (involved in analytics outsourcing) to gain greater insight into statistical tools and techniques.

### FACILITATOR

Prof. Kausik Gangopadhyay

## IT & SYSTEMS

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
Business Intelligence	Prof. Anjan Kumar Swain	May 11-13, 2011	28500	23000	47
Introduction to Business Data Analytics	Prof. Asharaf S	July 11-13, 2011	28500	23000	47
Enterprise 2.0 Knowledge Management in the Smart Enterprise	Dr. M G Sreekumar	TBA*	-	TBA*	48

*\* To Be Announced*



# BUSINESS INTELLIGENCE

Programme Date: May 11-13, 2011

Last Date: May 1, 2011

## OBJECTIV

The basic objective of the program is to familiarize the participants with handling large data bases to extract meaningful information about the business. Then, learn to develop skills in using data for generating viable business strategies. The course focuses on the topics of business data analytics for effective decision making through data warehousing and data mining. Also, it discusses in detail the tools and techniques for classification and prediction systems in a variety of functional disciplines including Manufacturing, marketing and finance. The use of appropriate software will also be demonstrated.

## COVERAGE

The program will cover the following topics:

- Business Intelligence Systems
- Decision Making Under Uncertainty
- Business Analytics at various levels in an organization OLAP technology
- Data Warehousing, Data Mining
- Prediction, classification and association rule mining
- Soft computing techniques (Neural Networks, Evolutionary computations, Fuzzy logic etc.) for decision making

- Implementation of Business Intelligence Systems BI system for various applications such as Churn-Analysis, Market segmentation, Credit Scoring etc.

## PEDAGOGY

The pedagogy for the program will be a mix of lectures, case discussions and hands on training in relevant software.

## PARTICIPANTS PROFILE

The program is aimed at middle level executives/ management professionals/ Business Analysts.

## FACILITATOR

Prof. Anjan Kumar Swain

# INTRODUCTION TO BUSINESS DATA ANALYTICS

Programme Date: July 11-13, 2011

Last Date: July 1, 2011

## OVERVIEW

There is a whole world of data out there, accumulated through various business processes. Can we leverage it for better business decisions? Business data analytics is all about this challenging but highly rewarding opportunity. Traditionally this domain is practiced only by statisticians and data scientists. This three days workshop is aimed at introducing the engineering and business community to the exciting world of Data Analytics. This workshop will give the participant an introduction to the opportunity and challenges in Data

Analytics. It will impart the basic conceptual and pragmatic knowledge required for exploring this domain.

## LEARNING OBJECTIVES

- To apprise the participants on the opportunities in Business Data Analytics.
- To impart the basic skill sets needed to practice Business Data Analytics.
- To provide the direction for engineers and business executives to explore opportunities in Data Analytics.

## COVERAGE

- Business Data Analytics - opportunities and Challenges
- Basic Statistics – sampling and data summarization
- Introduction to some statistical packages
- Pictures make you smarter – scope of data visualization
- Art of falsification - Hypothesis Testing
- Evidence strengthen your belief - Bayesian Approach
- Decision making tools and techniques in analytics
- Analysis of Variance
- Predictive Analytics – Regression models
- Business analysis using cloud programming
- Mining for associations

## PARTICIPANTS PROFILE

Engineers or Business Executives interested in getting an introduction to Data Analytics.

## FACILITATOR

Prof. Asharaf S

# ENTERPRISE 2.0 KNOWLEDGE MANAGEMENT IN THE SMART ENTERPRISE

Dates to be announced

Location: Dubai

*"The basic economic resource -  
the means of production -  
is no longer capital, nor natural resources,  
nor labor.*

*It is and will be knowledge."*

—Peter Drucker

## OVERVIEW

Knowledge has undoubtedly become the key economic resource and the dominant source of competitive as well as comparative advantage for the enterprise of the 21<sup>st</sup> Century. Knowledge Management (KM) is the ultimate way in which organisations can consciously and deliberately design aspects of their future and the cultural container that creates context for day-to-day interactions. It is an approach to adding or creating value by more actively leveraging the know-how, experience, and judgment within and, in many cases, outside an organization. Strong KM practices backed up by the robust enterprise-wide digital nervous system, compounded with the overall knowledge sharing culture of the enterprise, shall determine its sustained success.

## COVERAGE

The 3-Day programme shall rigorously map and capture the strengths of Knowledge Management systems that

enable the meticulous extraction, access and coordination of knowledge assets that are embodied in people as well as embedded in the processes and procedures being practiced by the enterprise. Technologies reviewed will include intranets, discussion groups/collaborative spaces, social software & Web 2.0 tools, content management systems and knowledge repositories, in both individual and organizational contexts.

## PARTICIPANTS PROFILE

The programme would be of interest to all those who are in the business of managing knowledge, business intelligence, information management strategies and related domains such as KM Professionals, Team Leaders, HR Managers, Information Professionals, IT and Software Professionals.

## LEARNING OUTCOME

The programme shall enrich and ensure the participants to:

- Identify the key strengths and opportunities of KM that shall strengthen the enterprise's productivity, efficiency and the future;
- Identify the distinct and definitive steps to maturity in enterprise-wide KM and systematically assess the various KM metrics and the measurements;
- Appreciate, discuss and deliberate on the great potential of the mathematical formulation on Corporate Knowledge Capital,  $K=(P+I)^S$ , for the NewGen and Smart E 2.0s;
- Ascertain the range of options for applying KM in the organization and formulate new dimensions on the communities of practice (CoPs) for enterprise-wide

knowledge sharing and managing, leveraging on technology;

- Deploy appropriate knowledge organization tools and techniques such as ontologies, taxonomies, knowledge structures and mapping, that shall enhance the organizational knowledge utility, consumption and its reuse;
- Systematically devise strategies and methods for the meticulous capturing, integration and transformation of the unstructured, disconnected and disparate information pieces into useful knowledge assets;
- Ensure the seamless flow of information and knowledge through the enterprise digital nervous system;
- Design, launch and operate customized collaborative discussion groups and knowledge sharing platforms for improved collective intelligence of the enterprise;
- Have hands-on experience on an array of Knowledge Management and Content Management softwares belonging to the open source and the proprietary domain.

## PEDAGOGY

The pedagogy will be a mix of Lectures, Discussions, Case studies, Live Deoms and Hands-on Sessions. Each participant shall also be provided with a CD-ROM comprising of the suite of softwares, faculty presentations, and other related reading material.

## FACILITATOR

Dr. M G Sreekumar

## GENERAL MANAGEMENT

Programme Title	Facilitator(s)	Date	Fees		Page No.
			Residential	Non Residential	
General Management Program for Middle Level Managers	Prof. Anandakuttan B Unnithan	April 25-30, 2011	55000	45000	51
Corporate Governance	Prof. Anandakuttan B Unnithan	May 25-27, 2011	28500	23000	51
Essentials of Doing Business in China	Prof. G Venkat Raman	November 28-30, 2011	28500	23000	52
Developing and Managing Business Across Cultures	Prof. Sukumaran Bhaskaran and Mr. James Voskamp, Worley Parsons Limited	October 17-20, 2011	45000	37500	52
Personal Innovation, Creative Thinking and Decision Making	Prof. Anandakuttan B Unnithan	January 23-25, 2012	28500	23000	53



# GENERAL MANAGEMENT PROGRAM FOR MIDDLE LEVEL MANAGERS

Programme Date: April 25-30, 2011  
Last Date: April 15, 2011

## OVERVIEW

Executives in the early stages of their career achieve success by their specific expertise in narrow functional/technical domains. From this specialized expertise driven roles, they must move into generalist roles when they move up the hierarchy in an organization. Such transition requires different skills sets and more importantly different perspectives. One must be able to envision the business unit as a whole and integrate the functional inputs to a common whole. This programme aims to provide the broader vision, perspectives and the skills of analysis and synthesis required to be a generalist. The programme would also help the participant expose and confront their mental models on strategy and organizational leadership.

## LEARNING OUTCOMES

The programme would equip the participant to understand the challenges of managing a business unit and would focus more on integrating the learning across functional areas and developing cross functional analysis and problem solving/decision making skills. The participants will also be able to develop the general management mindset making the transition from the functional expert to a generalist. The specific learning outcomes can be listed below.

1. To develop a strategic business unit perspective towards competitiveness in a complex changing environment.
2. To gain insights into general management competencies required to deliver organisational goals.

3. To explore conceptual as well as analytical basis of competencies related to strategic thinking, customer intimacy, human capacity development, environment scanning, change management and mutually beneficial stakeholder relations.

## PROGRAM THEMES AND COVERAGE

- The general manager's job and the challenges of managing a business unit in today's complex and competitive environment
- The foundations of strategic management
- Managing the threats from external environment
- Strategies for managing competition.
- Leadership and strategic change management
- Corporate Governance and managing Stakeholder expectations and
- Analysing cross functional problems and designing solutions. Functional level strategies.

## PARTICIPANTS PROFILE

The programme is specifically targeted at middle level managers who are expected to move up to general management roles in the near future. Participants from technical roles as well as middle level managers from various functional roles are encouraged to apply.

## PEDAGOGY

The programme will use highly interactive pedagogical methods. It is expected that the participants actively contribute to the learning by sharing their insights during the class discussions and case studies. Developing unique insights and perspectives is possible only by challenging the dominant assumptions managers routinely to use to frame situations and arrive at decisions. Case studies, simulations, exercises and activities as well as lectures, group work and participant presentations will form part of the pedagogy.

## FACILITATOR

Prof. Anandakuttan B Unnithan

# CORPORATE GOVERNANCE

Programme Date: May 25-27, 2011  
Last Date: May 15, 2011

## OVERVIEW

The globalization of Indian business has resulted in increased visibility and the attendant scrutiny from various stake holders. The business today is expected to live up to a very high standard of transparency and accountability. The information technology revolution has made very difficult for firms to contain aspersions on the corporate character and any aberrations may snow ball into initially a public relations nightmare and almost immediately an experienced free fall in stock markets. A firm's ability to raise resources, attract talent or enter into joint ventures and form networks with leading firms all depend nowadays on the corporate credibility and goodwill. For the today's manager it is quite essential to be proficient in corporate governance which involve skills in understanding the expectations of various stake holders and deliver such expectations simultaneously fulfilling fiduciary, legal ethical and social responsibilities.

## LEARNING OUTCOMES

- The programme would enable the participant to understand the conceptual underpinnings of corporate governance and the global best practices for transparency, integrity and accountability
- The programme would also address the complex expectations sets from various stakeholders and how to deliver under such conflicting demands.
- A third deliverable would be to develop an insight into the emerging legal and regulatory frame work of corporate governance.

## PROGRAM THEMES AND COVERAGE

1. The conceptual frame work of strategic management and corporate governance
2. The stakeholder analysis and their expectations
3. Investors and managing the expectations of institutional and individual investors

4. Managing investor value and balancing customer and employee commitments.
5. The legal and regulatory framework
6. Transparency and integrity in financial reporting
7. The role of board
8. Global Best practices in corporate governance

#### **PARTICIPANTS PROFILE**

The programme is targeted at senior managers responsible for the overall outcomes at the business unit level. The programme will be also useful for senior managers currently occupying technical or functional roles, but are likely to move into general management positions in the near future.

#### **PEDAGOGY**

The programme will use highly interactive pedagogical methods. It is expected that the participants actively contribute to the learning by sharing their insights during the class discussions and case studies. Case studies, simulations, exercises and activities as well as lectures, group work and participant presentations will form part of the pedagogy.

#### **FACILITATOR**

Prof. Anandakuttan B Unnithan

## **DEVELOPING AND MANAGING BUSINESS ACROSS CULTURES**

Program Date: October 17-20, 2011

Last Date: October 7, 2011

#### **OVERVIEW**

In a rapidly globalizing business environment characterized by converging tastes, fast adoption of new and innovative technologies, escalating fixed costs, growing protectionism and excess capacity, success in achieving organizational objectives are often determined by the quality of collaborations with stakeholders. Unitary organizations experience impediments such as operational inefficiency, resource scarcity, infrastructural constraints and inability to pool business risks. It is

therefore acknowledged that inter-organizational collaborations are critical to achieving organizational objectives. An important issue in inter-organizational collaborations particularly where such collaborations are of a cross-national nature is the influence of culture on the beliefs and behaviors of people who lead negotiations, operationalize and manage alliances.

The objective of this course is to introduce participants to major cross-cultural principles and issues that face today's leaders and managers of organizations. The course aims to offer participants a unique cultural perspective on the roots of organizational behavior and management around the world. It would adopt a micro approach to introduce participants to theories and practices that are necessary to manage successfully in a global economy. The course would enable participants to understand the effect of culture that can then be applied to a wide variety cross cultural organizational settings.

#### **LEARNING OUTCOMES**

- Understand the concept of personal and organizational culture and the effects of personal culture on organizational culture and cross-cultural business situations
- Appreciate the effects of culture based beliefs on the behavior and business orientation of alliance partners
- Understand how to handle cross-cultural negotiations and business transactions
- Understand how to manage cross-cultural alliances and organizations with hybrid cultures

#### **PROGRAM THEMES AND COVERAGE**

- Individual and organizational culture – conceptual and theoretical underpinnings
- Working and living in an “alien” cultural environment
- Managing cross-cultural business negotiations and relationships
- Managing cross-cultural business alliances and partnerships
- Managing stakeholder relationships in an “alien” cultural environment

#### **PARTICIPANTS PROFILE**

- Managers who handle international business negotiations and alliances

- Managers who would be posted to manage operations in foreign countries

#### **PEDAGOGY**

Lectures; video presentations; participants would share knowledge and experiences in cross-cultural negotiation and management situations and these discussions will be moderated by the course facilitator; analyses and discussions of case studies on the theme of cross-cultural negotiations and management of organizations in “alien” cultural settings

#### **FACILITATORS**

Prof. Sukumaran Bhaskaran and Mr. James Voskamp, Worley Parsons Limited, Australia

## **ESSENTIALS OF DOING BUSINESS IN CHINA**

Programme Date: November 28-30, 2011

Last Date: November 18, 2011

#### **INTRODUCTION**

This MDP is meant to be a three day programme seeking to introduce to the participants some of the vital and indispensable information related to ‘Doing Business in China’.

China being the most exciting place to do business in today's world and it being the world's largest economy in terms of its market size, still remains an area of huge potential but largely untapped by the Indian businessmen and entrepreneurs. The causes for the same can be attributed to linguistic barriers to lack of authentic sources of information and a huge ‘trust deficit’.

Unlike India, the West (MNCs) has capitalized on the huge Chinese market with tremendous success and any major international brand (worth its name) in the international business today accords a very high priority (most case, the highest priority) to China. MNCs choose their most experienced and skilled people to man their offices in China. No wonder they have reaped rich dividends after lot of investment.

It's high time that the Indian entrepreneurial and business class realize the importance of China. Any endeavor in this direction needs to be preceded by a preliminary exercise to be familiar with what one would call 'Quintessentials of Doing Business in China'. This MDP would cover topics like market entry strategy in China, Chinese culture and its intimate relation with Chinese business etiquette and its influence on behavioral aspects of Chinese negotiations, Business Leadership in China, Business Environment in China, Challenges (from within and without) facing business executives working in China, knowledge of China's political and legal system, its developmental landscape etc.

#### **THE PROGRAMME SEEKS TO ACHIEVE THE FOLLOWING OBJECTIVES**

- To understand the business environment in China, the opportunities it provides and the challenges that confront business executives while doing business in China
- To understand and appreciate the business environment in China necessity to have an adequate understanding of the country's political and legal environment, its cultural dispositions, its society and its pictographic language
- Introducing Chinese to young Indian entrepreneurs and businessmen/women and promote an all round awareness of China.

#### **CONTENTS**

- China's 'Capitalism with Chinese Characteristics' : A Mix of Global Capitalism, State Capitalism, Private Capitalism
- Market Entry Strategies
- Strategy: From Planning to Execution
- Culture, Business Etiquette, Chinese Style of Negotiations
- Business Leadership in China
- Chinese Market: Opportunities and Challenges
- Political and Legal Environment in China
- BRICS and India-China

#### **PARTICIPANTS PROFILE**

Middle Level Executives, Businessmen and Entrepreneurs, Traders

#### **PEDAGOGY**

The programme will be a Mixture of Classroom Lectures, Case Studies, Role Plays. Audio-Visual Aids will be used as and when necessary.

Mixture of classroom presentations

#### **FACILITATOR**

Dr. G Venkat Raman

## **PERSONAL INNOVATION, CREATIVE THINKING AND DECISION MAKING**

Programme Date January 23-25, 2012

Last Date: January 13, 2012

#### **OVERVIEW**

Most of us are conditioned and habituated to think in patterned ways. Like many other personal and social rituals, analysis, problem solving and decision making degenerate into routine application of thought artifacts, heuristics, or preferred mental models. Often organizations also exert a strong influence in shaping preferred methods of thinking internally which may evolve into strongly entrenched corporate dominant logic. These entrenched patterns of predictable thought are the major reason behind strategic decay. On a personal and professional level repetitive thought processes yield predictable results and such consistency would lead to loss of competitive advantage and can cause boredom, monotony and stagnation in one's life and career.

It is important that we must break free of such conditioning by questioning the thought patterns and the thought artifacts which colour our judgments. This can be done only by confronting the deeply held beliefs and assumptions. The purpose of this programme is to facilitate such a dialogue.

#### **LEARNING OUTCOMES**

- Enable the participant to expose and confront their deeply held mental models on management, leadership, organizations and personal effectiveness.
- Develop alternative approaches of enabling disequilibrium to develop creative analysis and solutions.
- Develop tolerance of ambiguity and alternate models of reality in managerial contexts.

#### **PROGRAM THEMES AND COVERAGE**

1. An analysis and theory of personal innovation and creativity: the framework and demonstration
2. Habits and rituals in thinking : The role of thought artifacts and mental models
3. Personal Innovation competencies and the outcomes
4. Towards alternate mental models and solutions for problem solving and decision making
5. Escaping the patterns of analysis and synthesis.
6. Some best practices to facilitate creative thinking
7. Leading for creativity in organizations.

#### **PARTICIPANTS PROFILE**

The programme is targeted at middle to senior level managers having functional or general management responsibilities. Those who occupy roles which require creative problem solving under conditions of insufficient information and ambiguity would find this programme most useful.

#### **PEDAGOGY**

The programme will use highly interactive pedagogical methods. It is expected that the participants actively contribute to the learning by sharing their insights during the class discussions and case studies. Developing unique insights and perspectives is possible only by challenging the dominant assumptions managers routinely use to frame situations and arrive at decisions. Case studies, simulations, exercises and activities as well as lectures, group work and participant presentations will form part of the pedagogy.

#### **FACILITATOR**

Prof. Anandakuttan B Unnithan

## ABOUT THE INSTITUTE



The Indian Institute of Management Kozhikode (IIMK) is the fifth IIM, established in 1996 by the Government of India in collaboration with the Government of Kerala. With campus infrastructure fully operational now, it is fast emerging as an internationally reckoned, fully integrated, management institute of higher learning. The Institute seeks to inculcate a spirit of lifelong learning and aspires to strengthen the capabilities of integrating concepts with applications and values. It contributes towards the development of communities of dependable, capable, caring and fair-minded people. The Institute covers a wide range of academic activities in the field of management:

- Research and Publication
- Post Graduate Programme (PGP) – two year fulltime residential programme
- Management Development Programme (MDP) – short term residential programmes in advanced management topics for middle, senior and top level managers
- Executive Post Graduate Programme (ePGP) – two year part time programme conducted over satellite based interactive technology platform for working executives
- Fellow Programme in Management (FPM) – It aims at developing top quality researchers and faculty resources for academic institutions including IIMs.
- Faculty Development Programme (FDP) – short term programmes for management teachers
- Fellow Programme in Management(FPM) – It aims at developing top quality researchers and faculty resources for academic institutions including IIMs.
- International Exchanges Programme (IEP) – IIMK’s International Exchange Programme, apart from promoting Student Exchanges, places a great emphasis on faculty exchange between partner institutions.
- Conferences and Seminars

The programmes of the Institute are designed to respond to the intellectual capital requirement of business and industry. Notwithstanding the IIM brand equity, IIMK is ever mindful of the “Icarus Paradox”. Imitation has been replaced by innovation, and the constant endeavour is to be better than the best. . IIM Kozhikode is the first IIM to receive global accreditation from AMBA (Association of MBAs) for its PGP and ePGP programmes.

The Institute strives to develop an innovative academic environment through the synergy between faculty, students, industry, and technology. The Institute encourages constant interaction with the industry and other leading management/research institutes. It draws from the experience of the industry leaders and leading management researchers by regularly inviting them to the Institute.

The MDPs cater to contemporary issues in the practice of management. These are based on the research and consulting experience of the faculty of IIMK and provide insights into real life problems faced by managers.

### THE CAMPUS

IIMK is located at Kozhikode (Calicut), Kerala, the ‘God’s Own Country’, made famous by the entry of Vasco Da Gama to India, and is 15 km from Calicut Railway Station and 38 km from Calicut Airport. The Institute Campus has been developed in the scenic ambience of approximately 96 acres of land in the Kunnamangalam locality of Kozhikode. The site comprises of two hillocks with a valley in between. The panoramic view from the hilltop is a visual delight and conducive for learning and contemplation. The design of the Campus is aimed at preserving the existing ambience, and incorporates the strong architectural traditions of Kerala.





MDP Office

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