3-Tier Programme: Tier II

Senior Leaders' Programme

January 17 - February 6, 2016

Executive Education
Indian Institute of Management, Ahmedabad
The 3-Tier Programme (3-TP) is one of the flagship executive courses designed, developed, and offered by IIMA with the following management philosophy:

- Managerial effectiveness is enhanced if managerial competence and skill development activity is viewed in the perspective of the entire organization.
- Organizational growth and development is facilitated if executives are exposed to learning opportunities and experiences that simulate activities and responsibilities of teams in organizations.
- Process of change is accelerated and sustained when interventions on managerial skills are initiated simultaneously at several levels.
- Potential for development and upgradation of human resources is considered a critical factor for an organization in the long term.

Operationally, 3-TP is a set of three executive programmes designed to meet the developmental needs of middle, senior, and top executives of medium and large organizations.

The 3-Tier Programmes which have been offered 56 times in the past have so far attracted over 10,350 participants from public, private, and government sector organizations.

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Senior Leaders' Programme
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The 3-Tier Concept
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Tier II: Senior Leaders' Programme
This programme is positioned at a "tactical level" and meant for functional/domain heads and general managers who are involved in both strategy formulation and execution.

Objectives
The objectives of the programme are to:

- Help participants in developing an outlook of a SBU head that requires integration of an organizational strategy with functional strategies in various areas of management.
- Sensitize participants to key contemporary concern areas like internationalization of business, quality and customer orientation, and governance.
- Enable participants to view various functions of management in today's rapidly changing global economy.

The programme emphasizes the problem-solving approach through the dominant pedagogy using "Case Method of Learning." The approach involves defining problems, specifying objectives, generating criteria, developing options, and choosing the best alternative in an uncertain environment. Additionally, the programme develops leadership skills of coordination, motivation, and inspiration and suggests measures of monitoring and controlling processes and functions.

Participants
This programme is designed for senior management professionals of medium to large public and private sector organizations who are above 35 years of age with more than 10 years of managerial experience. The participants are either in general management positions reporting to the top management or are groomed to occupy such positions or are currently heading a functional department.

Contents
The programme is divided into several interdependent modules each of which focuses on a different aspect or a function of management from a senior management perspective. The programme concludes with an integrated exercise requiring participants to apply their learning from the modules to a real life situation.

Modules
Corporate Finance
- Understanding corporate investment
- Making financial decisions

Decision Analysis
- Problem structuring and analysis
- Dealing with uncertainty

Economic Environment and Policy
- Framework for understanding the macro-economic environment
- Elements of fiscal and monetary policies

Financial and Cost Accounting
- Analysis of financial statements
- Costing for managerial decisions

Human Resource Management
- Emerging trends in human resource management
- Managing human resources for enhancing performance

Legal Aspects
- Contracts
- Dispute resolution
- Intellectual property

Managerial Communication
- Upward, downward, and lateral communication
- Managing meetings

Marketing Management
- Customer value creation
- Product market choice imperatives

Operations Management
- Organizing operations for efficiency and effectiveness
- Quality management and assurance
The programme will be held at the Indian Institute of Management, Ahmedabad. Participants get full board and air-conditioned single room accommodation on the Institute campus.

**Venue and Accommodation**

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants get full board and air-conditioned single room accommodation on the Institute campus.

**IIMA norms do not allow participants to have any guest stay with them during the programme.**

**Programme Fee and Payment**

Rs. 350,000 (+14.50% Service Tax) per person for participants from India and equivalent US Dollars for participants from other countries. The fee includes tuition fees, programme materials, board and lodging.

The programme fee should be received at the Executive Education Office latest by January 04, 2016. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person / organization concerned.

The programme fee can be paid in one of these three ways:

[A] **Electronic Fund Transfer:**
1. Name of Beneficiary: **Indian Institute of Management, Ahmedabad**
3. Name of Remitter: ___________ (Please mention the name of the sponsoring organization)
4. Purpose of Remittance: 3TP: Tier II (Senior Leaders’ Programme)
5. IIMA Permanent Account Number (PAN): AAAT1247F
6. IIMA Tax Deduction Account Number (TAN): AHMI00189A
7. IIMA Service Tax Registration Number: AAAT1247FST001

After making the payment, please e-mail us the complete transaction details immediately so that we can connect your remittance to your nomination.

[B] **Payment Gateway**

Please visit IIMA website (www.iimahd.ernet.in/exed) for more information.

[C] **Demand draft/cheque payable at par at Ahmedabad**

The cheque/draft should be in favour of “Indian Institute of Management, Ahmedabad” and sent directly to Executive Education Office through courier or speed post.

**Programme Faculty**

- Anurag K Agarwal, LL.M. (Harvard), LL.D. (Lucknow) (Faculty Chair), akagarwal@iimahd.ernet.in
- Ravindra H. Dholakia, Ph.D. (MSU, Baroda)
- Mukund Dixit, Ph.D. (IIT, Kanpur)
- Shailesh Gandhi, Fellow (IIMA)
- Diptesh Ghosh, Fellow (IIM, Calcutta)
- Parvinder Gupta, Ph.D. (IIT, Kanpur)
- Asha Kaul, Ph.D. (IIT, Kanpur)
- Pradyumna Khokle, Fellow (IIMA)
- Saral Mukherjee, Fellow (IIM, Calcutta)
- Ashish Nanda, Ph.D. (Harvard)
- Ajay Pandey, Fellow (IIMA)
- Arvind Sahay, Ph.D. (University of Texas-Austin, USA)
- Biju Varkkey, Fellow (NIBM, Pune)

**Pedagogy**

A mix of pedagogical tools — cases, lectures, discussions, presentations, audio-visuals, and experiential exercises will be used. A typical day will include about four hours of classroom sessions and about six hours of group work and preparation for classroom discussions.

**Organizational Processes**
- Management of change
- Managing competencies
- Leadership and team building

**Corporate Strategy**
- Managing growth and diversification
- Tracking organizational performance through Performance Management System

**Corporate Governance**
- New Trends for better governance
- Role of the board in governance

**Nominations and Inquiries**

Nominations should reach the Officer-Executive Education office latest by **January 04, 2016**.

Organizational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plan only after receiving the acceptance letter.

For nomination forms and more information, please contact:

**Officer - Executive Education**
Indian Institute of Management, Ahmedabad
Vastrapur, Ahmedabad 380 015

Phone: +91-79-6632 4072-78, 4081
Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)
E-mail: exed@iimahd.ernet.in
Website: www.iimahd.ernet.in/exed

**Venue and Accommodation**

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Disciplinary Areas:
- Business Policy
- Communications
- Economics
- Finance and Accounting
- Information Systems
- Marketing
- Organizational Behaviour
- Personnel and Industrial Relations
- Production and Quantitative Methods

Interdisciplinary Centres and Groups:
- Centre for Innovation, Incubation, and Entrepreneurship
- Centre for Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- Gender Resource Centre
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Public Systems Group
- Ravi J. Matthai Centre for Educational Innovation

Major Programmes Offered by IIMA
- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives (PGPX)
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport, and population
- Faculty Development Programme for teachers in universities and colleges

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Alumni Association

Please note that participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend a total of 21 days in one or more programmes to be eligible for alumni status and alumni identity card, both of which will be awarded on payment of one-time alumni fee of Rs.10,000.

Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting, and research facilities in management.

The Institute has about 96 faculty members working in the following management areas and sectors:
- Executive Education Programmes (EEP)
- Faculty Development Programme
- Organizational Behaviour
- Personnel and Industrial Relations
- Production and Quantitative Methods

Kasturbhai Lalbhai Management Development Centre (KLMDC), located on the IIMA main campus, and International Management Development Centre (IMDC), located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is wi-fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT, and volleyball). Participants can also take advantage of the Institute's library.