SME CEO MANAGEMENT PROGRAMME

April 2018 - July 2018

(A 15 days intensive programme spread over 4 months)

Executive Education
Indian Institute of Management Ahmedabad
INTRODUCTION
Small and medium enterprise (SME) owners are entrepreneurs who play a vital role in employment generation and economic growth. These promoters often need to take a step back and reflect on their business. This involves thinking about their firm’s growth, challenges they confront and their long term goals.

The CEO Programme affords an opportunity to be immersed in a learning environment with other entrepreneurs and faculty from the renowned Indian Institute of Management Ahmedabad (IIMA). They can update their knowledge, skills and acquaint themselves with the most current business practices. The Programme will utilize frameworks, tools, and perspectives that will enable participants to identify and prioritize opportunities, refine and strengthen their business models and capitalize on emerging market trends.

CEO time is precious. Return on time invested (ROTI) is critical in managing their personal and professional objectives. This Programme is structured to minimize time away from work.

WHAT THE PROGRAMME DELIVERS
The Programme will:

- Build capabilities of leadership, strategy, finance, marketing, human resources and operations
- Help develop strategies for growth with emphasis on execution - plans, milestones and measures
- Give an opportunity to interact and learn from the experiences of other entrepreneurs and owners
- Test new ideas by analyzing and evaluating options with other entrepreneurs and IIMA faculty.
- Build peer networks

PROGRAMME STRENGTHS
Major strengths of the CEO Programme include a sharp focus on the needs of SME CEOs, engagement with the world-class IIMA's faculty and leveraging the methodology of learning through case studies.

SME CEOs need to rethink their strategy, marketing, financial management, human resources, operations etc. all the while maintaining a healthy work/life balance. The following is a snapshot of some of the issues that the CEO Programme participants will experience.

- Translating business strategy into performance targets and metrics
- Aligning front-line employees with company objectives
- Building a high-performance ownership culture
- Analyzing financial strength of their business
- Assessing needs of finance and variety of financing options
- Identifying opportunities in operations
- Understanding options and pitfalls in hiring, selection, and compensation
- Managing sales performance
- Develop and execute pricing strategies

TARGET AUDIENCE
The Programme is designed for entrepreneurs and owner-managers. It will also be useful for top executives of SMEs.

Ideal candidates include owners/founders who also serve as – CEOs, Presidents, or Managing Directors. CFOs, Head of Operations, and Head of Marketing are also typical participants.

Candidates should have at least 10 years of work experience and come from companies with annual revenues between $2-3m to in excess of $25 million.

PROGRAMME STRUCTURE
The CEO Programme is structured to

- Minimize participant time away from work
- Maximize opportunities to test learning
- Engage with IIMA's faculty to discuss execution experiences

CEO Programme is designed as a 15-day Programme spread over 4 months. It will be delivered in five weekend units of 2 days every three weeks in Dubai. This will be followed by a 5 day residency at the IIMA campus in Ahmedabad.
WHAT PARTICIPANTS LEARN

Instruction is through case studies, peer conversations and discussion with faculty.

The Programme will begin with entrepreneurs learning how to develop a value proposition and business model of their own business. This will be followed by learning techniques of recognizing opportunities and challenges of growth, cognizant of business processes and value-drivers. Entrepreneurs will then learn how to develop a detailed strategy and implementation plan for their company with milestones and measures.

The Programme contents will encompass - strategic management, financial management, management accounting and control, marketing management, operations management, strategic use of IT and human resource management.

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<tr>
<th>Module</th>
<th>Theme</th>
<th>Objective</th>
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<tr>
<td>Entrepreneurship</td>
<td>Recognizing opportunities</td>
<td>Differing mindset of entrepreneurs and managers</td>
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<td>Lean startup and design thinking</td>
<td>Testing hypothesis, minimum viable product (MVP) and pivoting</td>
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<td>Strategy</td>
<td>Growth strategies</td>
<td>Discovery driven planning, innovation, internationalization</td>
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<td>Designing organization</td>
<td>Structure and capabilities, scaling up challenges</td>
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<td>Business model</td>
<td>Goals of business? Profit, return on capital? Cash?</td>
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<td>Execution</td>
<td>How ROCE is linked to financing, deploying money, and operations.</td>
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<td>Developing a cost structure of the company</td>
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<td>Marketing</td>
<td>Understanding consumer</td>
<td>Who is my consumer? Why does he buy from me?</td>
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<td>New product launch</td>
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<td>Pricing</td>
<td>Willingness to pay?</td>
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<td>Digital marketing: social media</td>
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<td>Human Resources</td>
<td>Framework for managing people</td>
<td>Reward, incentivize, and delegate</td>
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<td>Managing performance</td>
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<td>Operations</td>
<td>Planning and managing ops</td>
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<td>Manufacturing/service models</td>
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<td>Supply chain management</td>
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<td>Finance</td>
<td>Fund management</td>
<td>Cash flow, working capital</td>
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<td>Costing</td>
<td>Managerial costing for decisions</td>
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<td>Performance management</td>
<td>ratios</td>
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<td>Raising capital</td>
<td>Equity vs. debt</td>
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<td>General</td>
<td>Emerging opportunity India, Africa, China</td>
<td>Clusters, sunrise industries, doing business in India</td>
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<td>Economic environment</td>
<td>Economics: Spotting economic trends</td>
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<td>Managing self</td>
<td>One on one session</td>
<td>Why am I in business? What are my personal and professional goals?</td>
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<td>Issues in family business</td>
<td>Succession planning</td>
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<td>Governance</td>
<td>Advisory Boards</td>
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<td>Information technology</td>
<td>Leveraging IT</td>
<td>Business Intelligence</td>
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FACULTY
- Prof. Mukesh Sud (Faculty Chair)
- Prof. Sunil Sharma
- Prof. Amit Karna
- Prof. Arvind Sahay
- Prof. Biju Varkkey

PROGRAMME DETAILS
Dates: Programme will start on April 19, 2018 (classes will be on Fri-Sat every 3-4 weeks)
Timings: 10:00 AM to 6:00 PM
Venue: Dubai with concluding sessions at IIM Ahmedabad Campus.

SELECTION
Seats are limited. Selection for the programme will be based on academic and professional achievements and on first-come, first-served basis.

REGISTRATION PROCESS
Last date to submit the application: April 4, 2018
Enrollment confirmation to applicants: April 7, 2018
Course fee payment by participants: Within 5 days of confirmation
Course material distribution to participants: April 11, 2018
Course inauguration and first module class: April 19, 2018

PROGRAMME FEE
The fee includes tuition fee, course material, lunch, tea, coffee, snacks, and certificate. It also includes boarding and lodging for 6 Days residency on a single occupancy basis at the IIM Ahmedabad campus. Flight tickets are not included in the fee and will have to be borne by the participants.

Full Payment: AED. 30,000.00 (Full fee to be paid within 5 days of confirmation)
Installments: AED. 30,500.00 (PDCs as detailed below need to be submitted within 5 days of confirmation)
  - AED. 9,500.00 (within 5 days of confirmation)
  - AED. 7,000.00 monthly payments paid every month for 3 months (Cheques dated 8th of every month starting May 2018 till July 2018)

The above fee is inclusive of all taxes.

DISCOUNT
Early Bird Discount: Nominations received with payments on or before March 20, 2018 will be entitled to an early bird discount of 7%. Early submission, however, does not guarantee acceptance of application.

Group Discount: Groups of 2 or more participants will be entitled to a discount of 10%.

ALUMNI ASSOCIATION
Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000 + Tax as applicable.
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.

Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (equivalent to MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-Year Post Graduate Programme in Management for Executives
- Executive Education offers short duration programmes through open enrolment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme for teachers in universities and colleges
- Two-Year Online Post Graduate Programme in Management (ePGP)

The Institute has 97 faculty members working in the following management areas and centres:

**Disciplinary Areas and Groups**

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organisational Behaviour
- Production and Quantitative Methods
- Public Systems Group

**Interdisciplinary Centres**

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Management in Agriculture
- Centre for Management of Health Services
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Ravi J. Matthai Centre for Educational Innovation

Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and the 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, carom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute’s library.

**Contact Information**

For registration and any other information, please contact:

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