

# Developing Commercial and Financial Skills for Strategic Business Decisions

**August 01 - 05, 2016**



Executive Education  
Indian Institute of Management, Ahmedabad

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## Introduction

The role of line executives evolves in to taking more and more managerial responsibilities requiring them to have a keen sense of commercial and financial dimensions of the decisions they take. In addition to meeting targets and delivering on KRAs, they are also expected to contribute in providing strategic inputs to the management from their field of responsibility. This requires line executive and managers to develop financial and commercial acumen to add value to their role and the organization. Developing such acumen, in turn, requires good understanding of economics of any business model including risks, cost structure, key value drivers and controls. It also requires understanding business relationships from commercial point-of-view including dynamics of relative bargaining power, negotiation skills based on assessment of degrees of freedom available with the counter-parties, and tools and techniques to analyze business decisions.

## Objectives

The program has been designed to develop commercial acumen and financial skills of mid-level line managers/ executives who are not part of the finance function of their organization. At the end of the program, the participants should be able to-

- Understand economics of and risks associated with any business from its financial statements
- Evaluate business performance using accounting numbers
- Understand the elements of a business model and its key value drivers
- Identify control elements and design a control system given a business objective
- Assess bargaining power in negotiations and develop negotiation skills
- Assess investment decisions and associated risks
- Value of a business/firm

## Content

- Understanding drivers of value creation
- Understanding & analyzing accounting information- for control, for estimation and for understanding business performance
- Understanding cost structure and business models
- Analyzing business decisions & understanding risks
- Valuing investments and businesses
- Understanding conflict-of-interest and its consequences
- Commercial negotiations

## Pedagogy

The primary pedagogical tool shall be case studies, though other tools like lecture, discussion, and presentations shall also be used.



## Target Audience

The program is primarily targeted at mid-level managers heading responsibility centers and involved in business decisions of strategic nature. A basic understanding of the financial statement would be desirable.

## Faculty

Sobhesh Agarwalla (Faculty Chair – Developing Commercial and Financial Skills)

E-mail: [sobhesh@iima.ac.in](mailto:sobhesh@iima.ac.in)

Faculty from IIMA and eminent guest speakers from industry

## Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **July 18, 2016**. The last date for early bird discount is **July 11, 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 plans 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 4472-76

Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)

E-mail: [exed@iima.ac.in](mailto:exed@iima.ac.in)

Website: [www.iimahd.ernet.in/exed](http://www.iimahd.ernet.in/exed)



## Venue and Accommodation

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

IIMA norms do not allow participants to have guests stay with them during the programme.

## Programme Fee and Payment

Rs. 1,30,000 (+15% service tax) per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **July 18, 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**
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad  
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organization)
4. Purpose of Remittance: **Developing Commercial and Financial Skills for Strategic Business Decisions**
5. IIMA Permanent Account Number (PAN):  
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):  
AHMI00189A
7. IIMA Service Tax Registration Number:  
AAATI1247FST001

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

### [B] Payment Gateway

Please visit the IIMA website  
([www.iimahd.ernet.in/exed](http://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.

## Discount

**Early Bird Discount:** Nominations received with payments on or before **July 11, 2016** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

**Group Discount:** Any organization sponsoring 4 or more participants will be entitled to a discount of 7% on total fee payable provided that at least 4 participants actually attend the programme. Organizations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organization sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

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



## 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.

## 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 Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- 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 Institute has about 97 faculty members working in the following management areas and sectors:

### Disciplinary Areas and Groups

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

### Interdisciplinary Centres

- 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
- 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, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा कार्यक्रम  
भारतीय प्रबंध संस्थान, अहमदबाद

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