



3-Tier Programme: Tier II **Senior Leaders' Programme**

January 21 – February 10, 2018



EXECUTIVE EDUCATION
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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The 3-Tier Concept

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 are viewed in the perspective of the entire organisation.
- Organisational growth and development is facilitated if executives are exposed to learning opportunities and experiences that simulate activities and responsibilities of teams in organisations.
- The process of change is accelerated and sustained when interventions on managerial skills are initiated simultaneously at several levels.
- Potential for development and upgradation of its people is considered a critical factor for an organisation 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 organisations.

The 3-Tier Programmes which have been offered 58 times in the past have so far attracted over 10,600 participants from public, private and government sector organisations.

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 strategic business unit head that requires the integration of organisational strategy with functional strategies in various areas of management.
- Sensitise participants to key contemporary concern areas like globalisation of business, managing ambiguity and talent retention.
- Enable participants to view various functions of management in today's rapidly changing global economy.

The programme emphasises 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 to monitor and control processes and functions.

Programme Highlights

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

Business Analytics

- Using analytics to deliver better value
- Making business decisions using analytical tools

Corporate Finance

- Understanding corporate investment
- Making financial decisions

Corporate Governance & Ethics

- Role of the Board in governance
- Ethical Perspectives
- Governance of widely held corporates

Corporate Strategy

- Managing growth and diversification
- Mergers, acquisitions and valuation
- Tracking organisational performance through Performance Management Systems

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
- Global economic environment

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

Information Systems

- IT as an enabler for modern business
- Strategic IT

Legal Aspects of Business Management

- Contracts in business
- Dispute resolution
- Intellectual property issues

Managerial Communication

- Upward, downward and lateral communication
- Managing meetings

Marketing Management

- Customer value creation
- Product market choice imperatives
- Product positioning

Operations Management

- Organising operations for efficiency and effectiveness
- Quality management and assurance

Organisational Processes

- Management of change
- Managing competencies
- Leadership and team building

Risk Management

- Understanding the role Risk Management in modern business
- Assessing Risk
- Opportunity Engineering

Value Creation in Public Services

- Public Private Partnership
- Public procurement

Participants' Profile

This programme is designed for senior management professionals of medium to large public and private sector organisations who are desirably 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.

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.

Faculty

- Laha, Arnab (Faculty Co-Chair)
Email: arnab@iima.ac.in
- Morris, Sebastian (Faculty Co-Chair)
Email: morris@iima.ac.in

The programme will be offered by a team of faculty members with functional and cross-functional experience. All faculty members have high quality academic track record, teaching, research and case writing experience, and exposure to organisational problem solving situations. Distinguished leaders from organisations and public life will be invited for interactions with the participants.

Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **January 9, 2018**. The last date for the early bird discount is **January 2, 2018**.

Organisational 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:

Executive Education

Indian Institute of Management Ahmedabad
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-6632 4462 to 69 and 4472 to 77

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

Email: exed@iima.ac.in

Website: www.iima.ac.in/exed



Certificate

A certificate of participation will be issued to the participants at the end, subject to attending all the sessions of the programme.

Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and an 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

INR 4,00,000 plus 18% GST 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 **January 9, 2018**. 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/organisation concerned.

The programme fee can be paid in one of these two 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 organisation)
4. Purpose of Remittance:
3TP: Tier-II: Senior Leaders' Programme
5. IIMA Permanent Account Number (PAN):
AAAT11247F
6. IIMA Tax Deduction Account Number (TAN):
AHMI00189A
7. IIMA GST Registration Number:
24AAAT11247F1Z4 (SAC: 999293)

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

[B] Payment Gateway

For more information, please visit the respective programmes in our website (www.iima.ac.in/exed).

Discount

Early Bird Discount: Nominations received with payments on or before **January 2, 2018** 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 organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation 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.



Testimonials

This senior leaders' programme for me is a thought leadership programme which keeps our mind with emerging thoughts and courage to move forward with the right level of knowledge, wisdom and action. I am very happy to be a participant of this programme.

Sujith Olachery
Human Resource & Organisation Manager
Saipem, Abu Dhabi – UAE

Programme is immense value, pedagogy employed is excellent which emphasis on comprehension of learning, reflecting and lays stress on applying to real business situations. Diversity experience and classroom deliberations take programme to next level. Keep up good work. Best wishes.

Shailesh Tokekar
Head - Marketing & Retail Lighting
Wipro Enterprises (P) Limited, Pune

It was once in a lifetime experience for me. The core strength of this program is topic selection, case study methodology, delivery of faculties, participants' profile. I would not have learned so many things in my life time in such a short period of time! Feeling rich and experienced. I will use these learnings to transform the lives of the people around.

Roney John
Plant Head
Mahindra Gears and Transmissions Pvt. Ltd, Rajkot

Short but power packed package which really pushes you to unlearn and relearn.

Daniel Dilley
Director - Eastern African
Mega Lifesciences PCL, Nairobi

The 3TP Senior Leader's program allows you to unlearn, unwind and do a complete introspection of your leadership. A chance to re-map your strategies.

Reshma Goyal
Director, Investor Reporting
Ocwen Financial Solutions Pvt. Ltd., Bangalore

A very well-orchestrated programme, with a deep sense of commitment from everyone, including professors and support staff. This has left in us an indelible mark and touched the cord of satisfaction and happiness. Thank you very much.

P. K. Rajeev
Senior Consultant
Mercuri Goldmann (India) Pvt. Ltd., Mumbai

Wonderfully orchestrated. Great Learning. The programme is meticulously planned in terms of education, course content, groups and sub-groups, facilities, etc. Highly recommended for professionals to build their General Management capability and interact with world class teaching faculty.

Kunal Same
Manager
Thirdware Solution Ltd., Mumbai

A programme which tells us, to come out from our regular work and see the work from a different angle. Get a chance to learn about the things which you don't use in a routine work. Excellent learning.

Eesh Sethi
Senior Vice President
Varun Beverages Limited, Gurgaon

The Senior Leaders' Programme offers an excellent insight into all aspects of business management. The programme widens our horizon on managing business through the use of wide variety of case studies covering various topics by the exceptional faculty of IIMA.

Srinivas Subramanian
Vice President
Aditya Birla Financial Services Ltd., Mumbai

An eye opener, means gives perspective of overall general management. Opportunity to understand team dynamics. Connects the end to end of business management leading to be "Leader".

Vishal Singh
Zonal Manager, Sales - South and East
Michelin India Pvt. Ltd., Gurgaon



Alumni Association

Participants 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 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 Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- 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, carom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा
भारतीय प्रबंध संस्थान अहमदाबाद

EXECUTIVE EDUCATION
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