



Executive Education  
Indian Institute of Management, Ahmedabad

**Programme on**  
**Organizational Leadership for**  
**the Twenty-First Century**  
December 18 - 21, 2018

For all who are interested in developing their leadership potential.  
What will be the limiting organizational resource in the twenty-first century?

- Technological abilities
- Analytical abilities
- Conceptual abilities
- Leadership skills

*Check one and turn to page two*

"The biggest lacuna in our education / training systems is an emphasis on success outputs but not the means. This programme reposition the focus on ethics, dilemma's (of human minds), conflicts of right & wrong. The programme does not expect its students to create on the imaginary righteous world, but grounded with the real situations of day to day life."

Participants from the programme in 2016

"It gives us the perspective that things in life are not black or white, but grey.

And in its grey colour there are different shades. And it's for a person to decide this colour based on independent keeping the context in mind."

"Quite useful in terms of seeing things in perspective and that there cannot be an optimal way of doing things in life."

Participants from the programme in 2014

"The interaction and the themes of the stories were really thoughtful and can be implemented in our life style. Overall it has really given energy to the inside of heart."

"Amazingly simple way of reinforcing leadership concepts and its applicability in today's life."

"It will have lasting impression in my future actions."

Participants from the programme in 2013

"The four day MDP has truly been the greatest learning experience for me because it has indeed been and will be acting as a catalyst in my thought process for transforming myself as well as my colleagues/ subordinates and for the organization. I feel I have come out of river of knowledge after a refreshing batch."

A participant from the programme in 2012

If you have checked item (iv) in the previous page, you are in line with the thinking of many current day management thinkers.

Today, the concern is to build "Living Organizations" (Ariel de Guese) that are "Built to Last" (Collins and Porras) and with a "Soul" (Secretan).  
Who will build these organizations?

**YOU,**

if you develop your leadership potential

## WELCOME

to the Executive Education Programme offered by IIMA to do just that.  
You can be at any level in your organization. Or not belonging to any organization at all.  
Just yourself.

But yes, you should be one who is interested in developing your potential through a process of introspection and reflection. You should be one who feels that leadership is really going to be a crucial factor in the Millennium. And it will require preparation. And you will be one who is interested in preparing yourself for your role as a leader.

## YOUR FACULTY

will be first yourself, guided by

- Cervantes, with his immortal classic '*Don Quixote*', who will raise issues on the roles of dreams, adventures and reality.
- Richard Attenborough with his film '*Gandhi*'.
- George Bernard Shaw, with his play '*Saint Joan*', will introduce you to a leader with vision, vigour and action.
- Girish Karnad, with his play '*Tughlaq*', a leader with vision but whose means do not justify the ends.
- Vishakhadatta with his classic Sanskrit play '*Mudra Rakshasa*' (in English, of course) where purity of purpose scores over even questionable means.
- Irawati Karve with her interpretation of the characters of Mahabharata in '*Yuganta*' where ideals and pragmatism clash endlessly.
- Milind Bokil with his short story '*Thirsting for Water*' in which you will understand the role of the leader as a catalyst and the difference between success and satisfaction.
- Bimal Kar with his short story '*Satyadas*' in whom you will see the impact of greed and loss of self respect.

**These eminent faculty will be assisted by**

Professor S. Manikutty

Professor Sebastian Morris

## Pedagogy

In this course, there will not be any management cases; just one paper that would discuss the role of profits vs. other building blocks for an organization that enables it to last.

Just read and enjoy great works of literature. Masticate them and chew the cud in the class. Enhance your experience through lively discussions on different issues on leadership and decision making that these great works bring up. Reflect on them. See what it is likely to be with the great masters. See how you can carry on the ideas and the habit of reading and thinking further in your life.

## About the Faculty

### Professor S. Manikutty

Prof. Manikutty has specialized in Business Policy and Strategy in his doctorate and teaching. His areas of interest include strategic management and competitive strategy, leadership, global competitiveness of industries, corporate governance and strategies for family businesses. His paper (co-authored with another person) won the award for the best paper on family businesses for 2003 awarded by the Family Firm Institute, Boston, U.S.A. His paper (co-authored) also won an award for the best empirical paper presented at the Annual Conference of the Small Business Institute, Clearwater Beach, Florida, February 11-15, 2004. He was the Chief Editor of Vikalpa, the journal published from IIM, Ahmedabad, and is the Regional Editor, Asia and Pacific of European Journal of International Management (EJIM). He is a regular reviewer of papers for the Academy of Management Annual Conferences in the Business Policy and Strategy (BPS), International Management Division (IMD) and the Management Education Division (MED) and has

served as a reviewer for the journals EJIM, Family Business Review and Vikalpa. His recent book on leadership based on literature, Essentials of Leadership: Explorations from Literature (Delhi: Macmillan), co-authored with Sampath P Singh, won the award for the best management book awarded by the Indian Society for Training and Development, in 2010. His subsequent books are: Business Ethics: Ethics as the Foundation of Business and Strategic Management: A South Asian Perspective jointly with Michael Hitt, Robert Hoskisson and Duane Ireland.

He has done extensive work in telecom sector. Has been a consultant to the World Bank and ODA, U.K. in the field of social development programmes and has conducted training programmes for several organizations some of which are: Coca-Cola India, Ballarpur Industries, JSW Steel, Bharti Airtel, Bharat Sanchar Nigam Limited, The Park Group of hotels and Tata Motors, and taught in the programmes for many companies, some of which are Pepsi India, GAIL, Sterlite Industries, Apollo Tyres, Idea Cellular, Vijaya Bank, Pfizer India and Zydus Pharmaceuticals.

Prof. Manikutty was a visiting scholar at the Cornell University in the year 2000. Has written a number of cases, mostly dealing with issues in strategy, and published 13 papers in national and international journals. He is a visiting faculty at ESSEC, France, where he taught a full course every year before retirement.

He was a member of the Board of Governors of the Indian Institute of Management, Ahmedabad. Prof. Manikutty figured in the Marquis Who's Who in the World for the year 2012.

He retired from the Indian Institute of Management, Ahmedabad on December 31, 2010 and was on a contractual appointment as a full time faculty in the Business Policy Area, Indian Institute of Management, Ahmedabad till March 31, 2012. Now he is an adjunct faculty at IIM, Ahmedabad and IIM, Bangalore.



### Professor Sebastian Morris

Professor Sebastian Morris is a faculty member in the Economics area and Chair of Executive Education at the Indian Institute of Management, Ahmedabad. A Fellow of the Indian Institute of Management, Calcutta, his interests include international trade and investment, industrial development, macroeconomics, economic history, public sector, infrastructure, small firms, electricity reforms, regulation, PPPs and the Indian economy.

The founding chair of the PGP-PMP programme at IIMA, he has also worked with the Institute of Public Enterprise, Hyderabad, the University of Pennsylvania and the Copenhagen Business School (Asia Research Centre). He was co-chair of the IIMA-Harvard Kennedy School Phase V programmes for senior government officials. He has been Senior Correspondent for Business India and editor of the India Infrastructure Reports (2001-2004).

He has consulted for international and national organisations besides government and served on several expert committees of the government of India. He has served on the board of UCO Bank. He is currently a member of the board of governors of GETCO, IITCOE and People Can Services Ltd.

## NOMINATIONS AND INQUIRIES

Nominations should reach the Executive Education Office latest by **December 4, 2018**. The last date for early bird discount is **November 27, 2018**.

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:

### Executive Education

Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-6632 4461 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 their having attended 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 air-conditioned single room accommodation on the Institute campus.

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

## PROGRAMME FEE AND PAYMENT

**INR 1,20,000 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 is designed professionally well. It gives you lots of insight of human behavior. By doing that it even gives an idea on different leadership styles and approaches. It had given me an opportunity to know my weaknesses as an individual given direction for focusing on my future."*

A participant from the programme in 2011

*"The characters of the old classics were shown in a fresh analytical light. One could see the strengths and weaknesses of their personalities vividly and relate them to one's own."*

A participant from the programme in 2009

*"Awesome! It has more lessons on life than merely for an organization!"*

A participant from the programme in 2008

The programme fee should be received by the Executive Education Office latest by **December 4, 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/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: YESB00000007, SWIFT Code: YESBINBB)
  3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organization)
  4. Purpose of Remittance: Organizational Leadership for the Twenty First Century
  5. IIMA Permanent Account Number (PAN): AAAT11247F
  6. IIMA Tax Deduction Account Number (TAN): AHM100189A
  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 listed on our website [www.iima.ac.in/exed](http://www.iima.ac.in/exed).

### DISCOUNT

**Early Bird Discount:** Nominations received with payments on or before **November 27, 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 organization 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. 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 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 enrollment, 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 • Organizational 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.



कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद

EXECUTIVE EDUCATION  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Vastrapur, Ahmedabad - 380 015, India  
Phone: +91-79-6632 4461 to 69 and 4472 to 77  
Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)  
Email: [exed@iima.ac.in](mailto:exed@iima.ac.in) • Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)