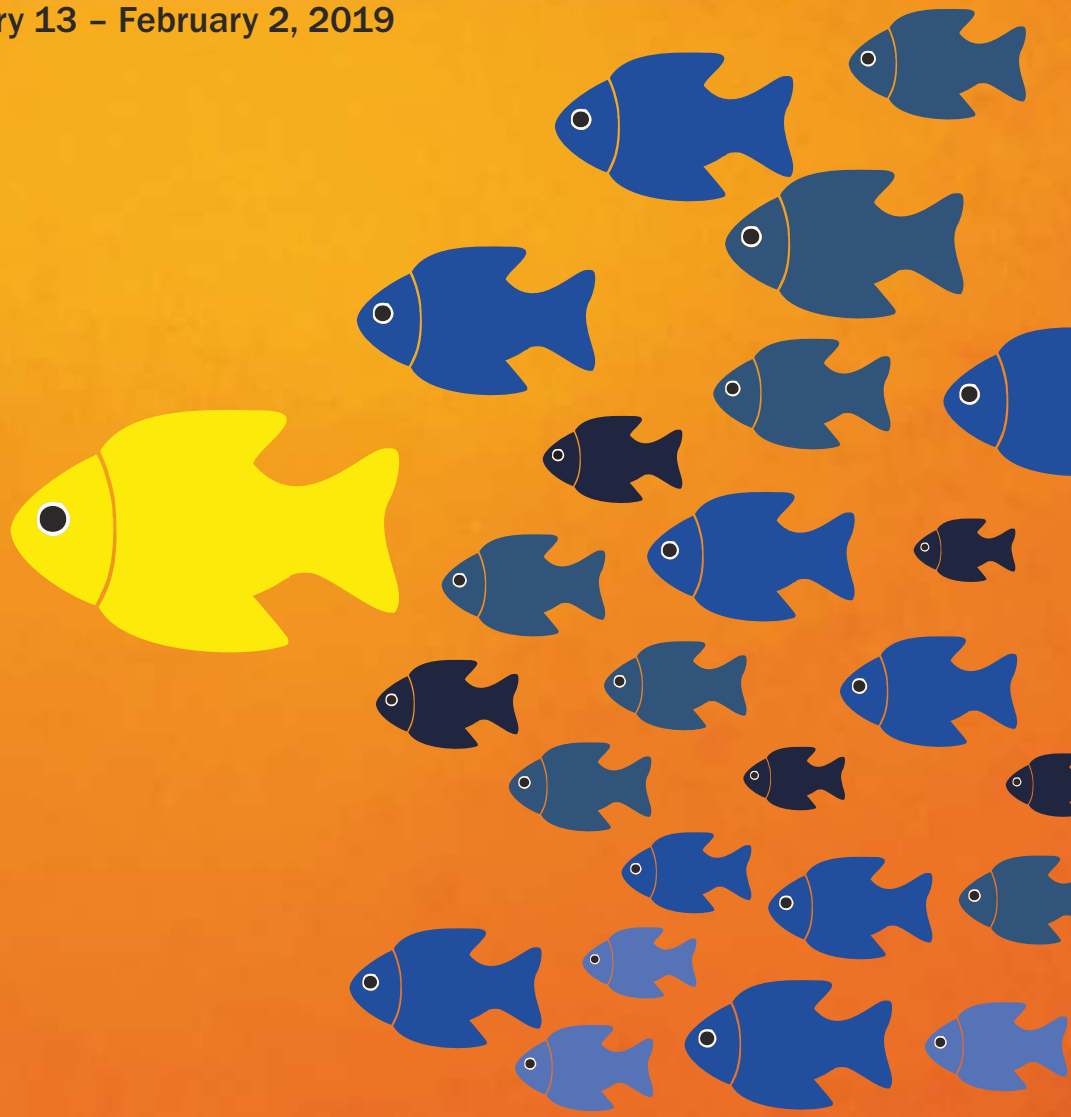




Executive Education  
Indian Institute of Management Ahmedabad

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

January 13 – February 2, 2019



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The 3-Tier Programme (3-TP) is a set of flagship executive programmes designed, developed and offered by Indian Institute of Management (IIMA) with the following management philosophy:

- Managerial effectiveness is enhanced if managerial competence and skill development activity are viewed from the perspective of the entire organization.
- Organizational growth and development is facilitated if executives are exposed to learning opportunities and experiences that simulate the activities and responsibilities of teams in organizations.
- The process of change is accelerated and sustained when interventions on managerial skills are initiated simultaneously at several levels.
- The potential for the development and upgradation of its people 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 over 61 times in the past have so far attracted over 11,000 participants from public, private and government sector organizations.

## Senior Leaders' Programme

This programme is positioned at a strategic and senior leadership level and is 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 the outlook of a strategic business unit head or functional head, which requires the integration of organization's overall strategy with functional strategies in various areas of management.
- Sensitise participants to key contemporary concerns like the glocalisation 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 decision-making and problem-solving approach through the dominant pedagogy of the "Case Method of Learning". The approach involves defining problems, specifying objectives, generating criteria, developing options and choosing the best alternative in an uncertain environment. Case method uses real-life situations for discussion,

thereby enhancing the applicability of the learning from the pedagogy. Additionally, the programme helps develop leadership skills such as 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 focusses on a different aspect or 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 case.



## Modules

### Business Analytics

- Data driven decision-making
- Using analytics to deliver better value
- Making business decisions using analytical tools

### Business and Competitive Strategy

- Strategic Positioning
- Competitive and market dynamics
- Strategy execution and organizational alignment

### Corporate Finance

- Understanding corporate investment
- Making financial decisions

### Corporate Governance and Ethics

- Role of the Board in governance
- Ethical perspectives

### Corporate Strategy

- Managing growth and diversification
- Mergers, acquisitions and valuation
- Managing strategic Alliances
- International expansion
- Corporate Entrepreneurship
- Tracking organizational performance through Performance Management Systems

### Decision Analysis

- Problem structuring and analysis
- Dealing with uncertainty
- Revenue Management

### 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

### Innovation and Change management

- Disruptive innovations
- New age business models
- Developing an entrepreneurial mindset
- Managing innovation across borders

### Information Systems

- IT as an enabler for modern businesses
- Strategic IT

### Legal Aspects of Business Management

- Contracts in business
- Dispute resolution
- Intellectual property issues

### Managerial Communication

- Effective communication with internal and external stakeholders
- Managing negotiations
- Communication in crisis situations

### Marketing Management

- Customer value creation
- Product market choice imperatives
- Product positioning
- Trends in modern-day marketing

### Operations Management

- Organising operations for efficiency and effectiveness
- Quality management for business excellence

### Managing Projects

- Uncertainty, Complexity and Risk in Projects
- Leadership by Project Management

### Organizational Leadership

- Managing competencies
- Emotional Intelligence
- Leadership and team building
- Power in organizations

### Risk Management

- Understanding the role of Risk Management in modern business
- Assessing financial and business risk
- Scenario analysis and simulation

## Participants' Profile

This programme is designed for senior management professionals of medium to large public and private sector organizations who are desirably above 35 years of age with more than 10 years of managerial experience. The participants are either in senior 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 five hours of classroom sessions and about six hours of group work and preparation for classroom discussions.



## Faculty

- Dutta, Goutam (Faculty Co-Chair)  
Email: [goutam@iima.ac.in](mailto:goutam@iima.ac.in)
- Karna, Amit (Faculty Co-Chair)  
Email: [karna@iima.ac.in](mailto:karna@iima.ac.in)
- Laha, Arnab Kumar (Faculty Co-Chair)  
Email: [arnab@iima.ac.in](mailto:arnab@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, excellent teaching experience, cutting-edge research output, and exposure to complex organizational problem solving situations. Distinguished leaders from organizations and public life will be invited for interactions with the participants.

## Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **December 31, 2018**. The last date for early bird discount is **December 24, 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](mailto:exed@iima.ac.in)  
Website: [www.iima.ac.in/exed](http://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 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 **December 31, 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 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 organization)
4. Purpose of Remittance:  
**3-Tier Programme: Tier II  
Senior Leaders' Programme**
5. IIMA Permanent Account Number (PAN):  
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):  
AHMI00189A
7. IIMA GST Registration Number:  
24AAATI1247F1Z4 (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 **December 24, 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 e-Mode (online + campus) 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.

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)