

Developing Commercial and Financial Skills for Strategic Business Decisions

August 26-30, 2019



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 organisation. 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 programme has been designed to develop commercial acumen and financial skills of mid-level line managers/executives who may or may not be a part of the finance function of their organisation. At the end of the programme, 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 a business/firm

Participants' Profile

The programme 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.

"This programme is a must on every non-finance manager's to-do list. The five days opens up the world of finance, which many of us would think has nothing to do with non-finance managers."

- Athiban Sankar C.
2017 Batch

"Very intense and an effective programme. Gives a complete financial perspective to person from a non-finance background."

- Paromita Bhattacharya
2017 Batch

Programme Highlights

- Understanding drivers of value creation
- Understanding and analyzing accounting information
- Understanding cost structure and business models
- Analyzing business decisions and 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.

Faculty

Agarwalla, Sobhesh (Faculty Chair)
Email: sobhesh@iima.ac.in

and team of IIMA faculty and experts from industry.

"If you think you understand everything about financial statement, you are wrong until you attend this course. Every Business Manager, must go through this course once."

- Avinash Pandey
2016 Batch

"A useful peep into measuring loopholes in decision making using financial statements."

- Dr. Shubh Gautam
2016 Batch

Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **August 13, 2019**. The last date for early bird discount is **August 5, 2019**.

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 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 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 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

INR 1,30,000 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 **August 13, 2019**. 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:
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 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 in our website (www.iima.ac.in/exed).

Discount

Early Bird Discount: Nominations received with payments on or before **August 5, 2019** 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 4 or more participants will be entitled to a discount of 7% on the total fee payable provided that at least 4 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.

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 the 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, e-Mode (online + campus) Post Graduate Programme in Management (ePGP)

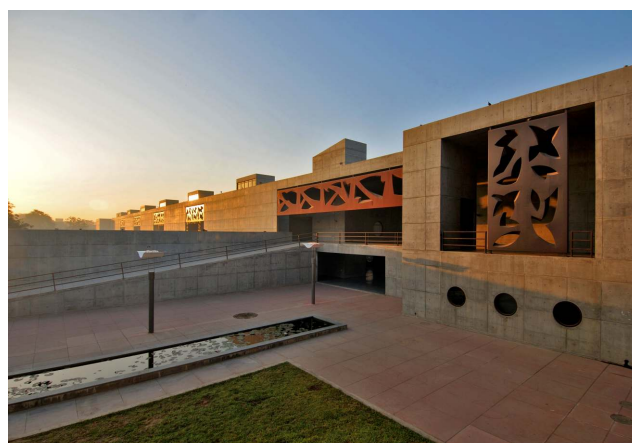
The Institute has 97 faculty members working in the following management areas and centres:

Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- 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, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा
भारतीय प्रबंध संस्थान अहमदाबाद

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Vastrapur, Ahmedabad - 380 015, India

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