



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

January 22 – February 11, 2017



Executive Education
Indian Institute of Management, Ahmedabad

3-Tier Programme: Tier II Senior Leaders' Programme

January 22 – February 11, 2017



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 57 times in the past have so far attracted over 10,510 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 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 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.

Content

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

- New trends for better governance
- Role of the Board in governance

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

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

- Contracts
- Dispute resolution
- Intellectual property

Managerial Communication

- Upward, downward and lateral communication
- Managing meetings

Marketing Management

- Customer value creation
- Product market choice imperatives

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

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.

Target Audience

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

Faculty

- Laha, Arnab (Faculty Co-Chair)
E-mail: arnab@iima.ac.in
- Vohra, Neharika (Faculty Co-Chair)
E-mail: neharika@iima.ac.in

IIMA faculty members and eminent experts from industry



Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **January 09, 2017**. The last date for the early bird discount is **January 02, 2017**.

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:

Officer - Executive Education

Indian Institute of Management, Ahmedabad

Vastrapur, Ahmedabad 380 015.

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

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

E-mail: exed@iima.ac.in

Website: www.iima.ac.in/exed

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 (+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 January 09, 2017. 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 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 organisation)
4. Purpose of Remittance:
3TP: Tier-II: Senior Leaders' Programme
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.iima.ac.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 **January 02, 2017** 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.



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 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
- Organisational 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.

Testimonial

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, Abu Dhabi – UAE

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

Daniel Dilley

Director - Eastern African
Mega Lifesciences PCL, Nairobi

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

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

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



कार्यकारी शिक्षा कार्यक्रम
भारतीय प्रबंध संस्थान, अहमदाबाद

Executive Education
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

Vastrapur, Ahmedabad - 380 015, India

Phone: +91-79-6632 4472 to 77 and 4461 to 69

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

E-mail: exed@iima.ac.in • Website: www.iima.ac.in/exed