



Management Development Programme

2016-2017

www.fsm.ac.in

Imparting Knowledge for Exploring New Horizons



FORE School of Management, New Delhi



FORE
FORE SCHOOL OF MANAGEMENT
FOUNDATION FOR ORGANISATIONAL RESEARCH & EDUCATION



Management Development Programmes

FORE School of Management has been designing, developing and conducting innovative Management Development Programmes (MDPs) for professionalizing management for working executives in India for over 35 years. The globalized business environment demands that managers leverage the most advanced approaches to keep abreast of the latest developments. Hence, it becomes essential for managers to continuously update themselves about the changes in business management practices to enhance the thinking process for better quality decision-making. Due to this growing need of training and development for corporate executives, FORE has been consistently imparting training on the current areas of interest to corporate executives at all levels through open Management Development Programmes as well as customized in-company programmes. The programmes are designed to provide innovative and practical solutions to critical management challenges.

Customized Training Programmes

FORE conducts customized training programmes for a large number of organisations for their executives at different levels, and offers unique programmes to suit the business and developmental needs of client organisations. Standard Modules from regular MDPs are also combined and adapted, wherever necessary, to suit the requirements of client organisations.

A customized programme benefits the organisation directly by injecting new skills and insights. It also develops executives for world-class business opportunities, career growth and helps to:

- Develop and retain talent pool: retain most valuable employees by helping them fulfill their potential and increase their contribution to the future success of the organisation.
- Create and implement strategy: give executives the skills to make sense of the future, make difficult decisions and build an execution culture to implement these new initiatives.
- Accelerate management innovation: in line with company’s management principles, and challenge traditional management beliefs about change, motivation, leadership and organisational behavior.

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Calendar of Management Development Programmes

(April 2016-March 2017)

S. No.	Programme Title	Fees (Rs.)		Duration (Days)	Programme Director(s)	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017
		Non-Residential	Residential												
Centre for Customer Management and Analytics															
1.	Application of Simulation Techniques for Managerial Decision Making	14000	24500	2	Prof. Ashok Kumar Harnal & Prof. Alok Kumar				29-30						
Communication															
2.	Crisis Communication	14000	24500	2	Prof. Sriparna Basu									19-20	
3.	Developing Communication Competency	14000	24500	2	Prof. Reeta Raina										13-14
4.	Developing an Intrapreneurial Mindset for Effective Leadership	14000	24500	2	Prof. Anita Tripathy Lal			11-12							
5.	Effective Communication & Presentation Skills	14000	24500	2	Prof. Anita Tripathy Lal					22-23					
6.	Effective Communication for Women in the Workplace	14000	24500	2	Prof. Sriparna Basu & Prof. Reeta Raina				8-9						
7.	Effective Interpersonal Relationships at Workplace	14000	24500	2	Prof. Anita Tripathy Lal & Prof. Sanghamitra Buddhapriya									16-17	
8.	Enhancing Assertiveness and Positive Attitude	14000	24500	2	Prof. Anita Tripathy Lal								12-13		
9.	Nurturing the 5th Dimension of Leadership	14000	24500	2	Prof. Anita Tripathy Lal							28-29			
10.	Written Business Communication	14000	24500	2	Prof. Anita Tripathy Lal						20-21				
Economics and Business Policy															
11.	Building Capacities in CSR: Strategy Formulation, Implementation and Impact Assessment	14000	24500	2	Prof. Shallini Taneja					1-2					
Finance															
12.	Advanced Corporate Finance	20000	34000	3	Prof. Vinay Dutta							30-	2		
13.	Enterprise Risk Management for Creating Risk Intelligent Organisation	14000	24500	2	Prof. Vinay Dutta										9-10
14.	Finance for Non-Finance Executives	20000	34000	3	Prof. Vinay Dutta			27-29						23-25	
15.	Financial Management for Public Sector Enterprises	20000	34000	3	Prof. A.K. Puri					7-9					
16.	Financial Modeling	14000	24500	2	Prof. Himanshu Joshi				30-31						
17.	Foreign Exchange Risk Management	14000	24500	2	Prof. Himanshu Joshi						17-18				
18.	Project Finance-Funding & Appraisal	14000	24500	2	Prof. A.K. Puri		23-24								
19.	Spreadsheet Modeling for Business Valuation	14000	24500	2	Prof. Himanshu Joshi	19-20									
20.	Superannuation Planning	14000	24500	2	Prof. Vinay Dutta										23-24
Information Technology															
21.	Advanced Microsoft Excel 2013 – HR Practitioners Perspective	14000	24500	2	Prof. Rajneesh Chauhan							15-16			
22.	Advanced Microsoft Excel 2013 – Managers Perspective	14000	24500	2	Prof. Rajneesh Chauhan				3-4						
23.	Big Data and Small Data Tools : Introduction to R-Software	14000	24500	2	Prof. Rajneesh Chauhan					28-29					

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		Non-Residential	Residential												
24.	Data Visualisation and Presentation Techniques	14000	24500	2	Prof. Ashok Kumar Harnal & Prof. Shilpi Jain										6-7
25.	SAS Big Data Analytics (co-branded)	55000	69000	3	Prof. Raman Sethi & Prof. Rajneesh Chauhan								13-15		
26.	Social Media Analytics and Sentiment Analysis	14000	24500	2	Prof. Ashok Kumar Harnal & Prof. Shilpi Jain				1-2						

Marketing

27.	Creating Winning Sales Team	14000	24500	2	Prof. Asif Zameer & Prof. Anupam Narula								15-16		
28.	Effective Customer Management in a Digital Marketing Space (Including practice session on Microsoft Dynamics CRM Software)	20000	34000	3	Dr. Jitendra Das								5-7		
29.	Marketing Strategies for Winning in India and Emerging Markets	14000	24500	2	Prof. Anupam Narula										16-17
30.	Qualitative Research in Marketing	14000	24500	2	Prof. Kumkum Bharti & Prof. Divesh Kumar			21-22							
31.	Social Media Marketing and Social Listening	14000	24500	2	Prof. Payal S. Kapoor									12-13	
32.	Understanding the Dynamics of Rural Markets	14000	24500	2	Prof. Kumkum Bharti & Prof. Divesh Kumar							21-22			

Organisational Behavior & Human Resource

33.	Coaching & Mentoring for Personal and Professional Success	14000	24500	2	Prof. Sanghamitra Buddhapriya								8-9		
34.	Effective Negotiation Skills	20000	34000	3	Prof. Prachi Bhatt				28-30						
35.	Employee Assessment & Effective Interviewing Skills	14000	24500	2	Prof. Sanghamitra Buddhapriya & Prof. Prachi Bhatt									9-10	
36.	Enhancing Leadership Effectiveness through Outbound-based Experiential Learning Programme	**60000 (outbound)		4	Prof. Subir Verma							15-18			
37.	Giving and Receiving Feedback in the Workplace	14000	24500	2	Prof. Bishakha Majumdar			19-20							
38.	HR for Non-HR	20,000	34,000	3	Prof. Subir Verma							9-11			
39.	Impression Management at Workplace	14000	24500	2	Prof. Priyanka Jaiswal		27-28								
40.	Managerial Leadership and Team Building	14000	24500	2	Prof. Sanghamitra Buddhapriya						13-14				
41.	Problem Solving and Decision Making	14000	24500	2	Prof. Sanghamitra Buddhapriya & Prof. Neeraj Kumar				19-20						
42.	Training of Trainers	20000	34000	3	Prof. Neeraj Kumar				22-24						

Quantitative Techniques & Operations

43.	Advanced Excel Training	20000	34000	3	Prof. Sumeet Kaur										4-6
44.	Decision Making Techniques for Managers	14000	24500	2	Prof. Hitesh Arora								22-23		
45.	Effective Purchasing Skills	14000	24500	2	Prof. Mohita Gangwar Sharma			14-15							
46.	Effective Supply Chain Management	20000	34000	3	Prof. Mohita Gangwar Sharma & Prof. Vikas Chandra						5-7				
47.	Healthcare Analytics in the age of Big Data	20000	34000	3	Prof. Hitesh Arora & Prof. Ashok Kumar Harnal				10-12						
48.	Project Management	14000	24500	2	Prof. Nikunj Jain		29-30								
49.	Strategic Enterprises Risk Management	14000	24500	2	Prof. Vikas Chandra									30-31	
50.	Strategy Planning/Deployment Using Balanced Scorecards	14000	24500	2	Prof. Vikas Chandra		16-17								
51.	Total Quality Management	14000	24500	2	Prof. Mohita Gangwar Sharma										2-3

S. No.	Programme Title	Fees (Rs.)		Duration (Days)	Programme Director(s)	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017
		Non-Residential	Residential												
52.	Understanding the after Sales Spares Management	14000	24500	2	Prof. Mohita Gangwar Sharma					26-27					
Strategic Management															
53.	Advanced Management Programme	20000	34000	3	Prof. A.K. Puri								19-21		
54.	Doing Business in India	14000	24500	2	Prof. Mohit Anand & Prof. Savita Gautam				11-12						
55.	Understanding and Deploying Strategist's Tool-Kit for Effective Business Performance	14000	24500	2	Prof. Anil Kumar Singh & Prof. Muqbil Burhan							3-4			

Venue: FORE Campus, New Delhi

*Service Tax as applicable, is payable extra

Notes:

1. Detailed information on each programme (Introduction, objective, contents, methodology and for whom) as well as faculty profile is also available at FORE website (www.fsm.ac.in).
2. Organisations concerned must obtain confirmation of acceptance of nomination from FORE before sending participants to programme venue.
3. The above programmes can also be customized according to the requirement of an organisation.
4. **Outbound Programme in Bhimtal - The fee for the participant will be Rs. 60,000/- per person for 3 Nights 4 Days (Double sharing), Including Transportation Ex* Delhi in AC Deluxe Coach/Train (starting point FORE School of Management)



Modules of In-Company Programmes offered by FORE

General Management

- Advanced Management Programme for Senior Executives
- Certificate in Business Management Programme
- Corporate Governance
- Corporate Social Responsibility
- Developing Entrepreneurship Acumen
- General Management Programme for Middle Executives
- Knowledge Management
- Managing Change for the Senior Executives
- Strategic Management

OB/HR

- Achievement Motivation Training
- Aligning Team with Organisational Goal
- Assertiveness through self development
- Being an Effective Team Player
- Building Competencies for Leadership Roles
- Building High Performing Teams
- Competency Mapping
- Contract Labour & Labour Issues
- Developing Emotional Intelligence
- Developing Gender Sensitivity at Workplace
- Developing Leadership Capabilities for Business Success
- Disciplinary Proceedings & Domestic Enquiry
- Enabling Women professionals for Leadership Roles
- Enhancing Assertiveness & Positive Attitude
- Enhancing Managerial Skills
- Excellence through Creativity and innovation
- HR for Line Managers
- Improving Interpersonal Skills
- Improving Negotiation Skills
- Individual Excellence for Organisational Effectiveness
- Interviewing Skills
- Labour Laws and Statutory Compliances
- Managerial Leadership and Team Building
- Managing Resources, Process & Performance
- Mentoring and Coaching
- New Trends in HR
- Organisation Culture and Ethics
- Problem Solving and Decision Making
- Psychometric Testing & Applications
- Strategic Human Resource Management
- Strategic Leadership and Change Management
- Stress Management
- Team Building & Conflict Management
- Time & Task Management
- Training of Trainers
- Work Ethics & Culture
- Work Life Balance for Women Executives

Sales & Marketing

- Accelerated Sales Force Performance
- B2B Marketing
- Brand Management

- Concept Selling
- Customer Focused Marketing Strategies
- Customer Relationship Management
- Digital Marketing
- Enhancing Sales Team Performance
- Integrated Marketing Communications
- Market Research
- Marketing Innovations
- Marketing Strategy in Competitive Environment
- Opportunities and Challenges in Contemporary Marketing
- Putting Customer First
- Social Media Marketing

Finance

- Enterprise Risk Management
- Finance for Non Finance Executives
- Finance for Non-Finance for Women Executives
- Foreign Exchange Risk Management
- Letter of Credit for Effective Business
- Risk Management in Import-Export Business
- Spreadsheet Modeling for Business Analysis
- Superannuation Planning

Communication

- Report Writing and Presentation Skills
- Business Etiquette
- Effective Communication Skills
- Effective Communication through Theatre Technique
- Developing Communication Competency
- Communication Strategies for Today's Managerial Leaders
- Communications and Presentation Skills

Operations

- Advanced Excel Training
- Ware House Management
- Logistics of Air Freight and Warehousing
- Supply Chain Management
- Total Quality Management
- Inventory Management
- Effective Purchasing
- Effective Spares Management

Information Technology

- Introduction to IT
- Introduction to E Commerce
- Software Project Management
- IT Governance & Contracting
- IT Business Case Preparation
- Introduction to SAS Analytics

International Business

- Procedure & Practices in International Trade
- Legal aspects International Trade

Mission

**“To achieve and sustain Leadership in Management Education,
Research, Consultancy and Development”**

About FORE

Foundation for Organizational Research and Education (FORE), a non-profit autonomous organization, was established in 1981 as a Center for Excellence for research, consultancy, training and management education by renowned professionals of global acclaim from Government and corporate sectors. With a view to meeting the needs of professional education of excellence in Management, FORE School of Management, New Delhi under the aegis of FORE was established in 1992. FORE has been working closely with industry and academia for developing contemporary new domains of managerial thought and education and contributing to the process of building leaders in today's global business environment. FORE has been setting benchmarks in management education for the last over 24 years.

This is aptly reflected in the Top rankings by leading B-Schools surveys of the country and in a recent survey conducted by CRISIL – a leading Ratings, Research, Risk and Policy Advisory Company in India – has rated FORE with A*** (the highest rating level) for the Delhi-NCR and A** for the National level for both the two-year PGDM and PGDM (IBM) programmes. Located in the heart of South Delhi, FORE provides contextual learning and helps in the development of students as thinking professionals, who have the ability to meet the upcoming challenges for tomorrow's corporate leaders. The programmes offered at FORE

aim at developing multiple skills including managerial decision-making, problem-solving, analytical reasoning, communications, creativity and innovation. The Institute has a Board of Directors with representatives from Government, academic institutions and industry. The Institute has also an Academic Council consisting of eminent professionals from industry, government and other academic institutions. FORE takes pride in its professional and high-quality faculty in the fields of Communications, Economics, Finance, Human Resource Management, Information Technology, International Business, Marketing, Operations and Strategy.

The faculty are drawn from leading national and international institutions and industries who are engaged in extensive research and consultancy, and possess a myriad of management skills. Eminent personalities and senior corporate professionals are invited from time to time to share their experiences and discuss real world managerial practices and market opportunities and challenges.

The Executive Board at FORE

Mr. R.C. Sharma

(Former Director - CBI, Govt. of India)

President

Dr. G.V.G. Krishnamurty

(Former Election Commissioner of India)

Chief Patron

Dr. B.B.L. Madhukar

(Former CMD - MMTTC)

Vice President (Finance) & Treasurer

Col. (Dr.) S.P. Wahi

[Former Chairman - Oil & Natural Gas Corporation (ONGC)]

Member

Dr. Vinayshil Gautam

[(Founder Director, IIM-K; 1st Head, Management Deptt., IIT-D)
Senior Adviser, KPMG &
Hon. Dean KPMG Academy
Chairman - DK International Foundation]

Member

Dr. Yasho V. Verma

(Former Chief Operating Officer - LG Electronics India Pvt. Ltd.)

Member

Mr. T.C. Venkat Subramanian

[(Former CMD - EXIM Bank of India)
Non-Executive Chairman - Indian Bank]

Member

Dr. Jitendra K. Das

Director - FORE
[Former Dean (Noida Campus, IIM Lucknow)]

Ex-Officio Member

From the Director's Desk...



FORE is a not-for-profit institute with a heritage of over 35 years of providing training to the corporate, government, banking, and social sectors. It has an eminent Board of Governors for guidance, and a group of highly qualified and committed faculty and researchers.

We are very enthusiastic about helping individuals and organisations tackle the complex challenges facing business and society today to ensure success in a competitive and fast changing world.

As always, we continue our focus on designing and delivering the most relevant learning experience for individuals and organisations. We are living in a challenging and uncertain time. Factors including the possibility of a renewed global slowdown, uncertainty over policy-making, shifting customer demands and increasing competition have created new challenges for today's business leaders. It is, hence, imperative for leaders like you to keep abreast of latest management thinking to tackle such issues. Through our comprehensive portfolio of programmes, we aim to provide you with learning solutions across

functions and industries. To align with the changing business needs and challenges, we continue to update our existing programme portfolio and design new programmes based on inputs from industry and academia.

This year also, we continue our effort to bring certificate programmes across industries and functions. These programmes bring holistic business learning within the context of specific industries or functions.

I invite you to explore and participate in these programmes of FORE School of Management, New Delhi for reinforcing your and your organisation's capacity to take on the new competitive forces.

Best Wishes

Dr. Jitendra Das

From the Chairman (MDP)'s desk...



I am happy to introduce to you the FORE's philosophy of conducting MDP's.

FORE MDP's train your employees not only in a specific subject but also help develop business ideas that create a future for your organisation. This happens because our highly qualified and experienced faculty believe that to deliver contemporary management development programs; they must have an appreciation of the business challenges faced by the companies, and the specific training objectives. Our MDPs therefore are strategic in nature and are outcomes of detailed discussions with key personnel in various organisations.

Since we have been driving management education for more than 35 years, we believe that MDP's are essential for the overall development of management education in India. Organisations that participate in FORE's MDP efforts, therefore, are not only able to train their employees, but also contribute to the overall concepts of management education.

We look forward to working with you in open as well as customized management development programs so that our faculty and your executives can have meaningful sessions of learning from each other and in the process, develop new perspectives in the different fields of management and the growth of your organisation.

Best Wishes

Prof. Asif Zameer



Centre for Customer Management and Analytics

- Application of Simulation Techniques for Managerial Decision Making

1

Application of Simulation Techniques for Managerial Decision Making

Programme Directors: Prof. Ashok K Harnal & Prof. Alok Kumar

Duration : 2 days

Dates : August 29-30, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Business managers across the world would like to understand and streamline processes, test new ideas while at the same time minimize risks, maximize profits and contribute to overall good of society. In today's world, change pervades almost every sphere of human and organisational action: from technology to customer preferences to business processes. Given this dynamic era of enhanced uncertainty, strategic decision making requires in-depth understanding and analysis of business situations so as to control such parameters as would help navigate the business through turbulence while at the same time meeting all organisational objectives. Simulation techniques play a pivotal role in this journey.

Simulation models can present a graphical display of information that can be edited and animated, showing one what might happen if one takes certain actions. Applying these results to one's business helps to mitigate risks and make better choices.

The complete program is hands-on and laboratory based.

OBJECTIVES:

Objectives of the program are:

1. To generally understand how simulation techniques work
2. How to model a business situation, and
3. Provide solutions to real life problems that generally arise in different aspects of businesses.

CONTENTS:

Broadly speaking the program delivery covers following:

Applications of Simulation in decision making

This section introduces basic concepts of simulation and discusses several applications in regard to solving organisational problems.

Financial Planning

- a. We discuss applications of Simulation to Corporate Financial Planning and in Cash Budgeting
- b. And, how simulations can be used for portfolio analyses as also in predicting stock prices and options

Inventory Management

- a. We cover first, simulation approach to capacity planning
- b. And, then utilisation of simulation for effective inventory management

Business Operations

We discuss simulating business operations under differing uncertain conditions

Marketing

We discuss how to create and develop marketing and sales models under highly uncertain conditions

Human Resource

We cover an important subject of Human Resource Forecasting using Simulation

WHO SHOULD ATTEND?

The program is designed for management professionals, research scholars, data scientists and academicians. We believe each one of these can gain significantly from this program. Business managers will benefit from getting exposed to new techniques and using these themselves in decision making. Academicians and Research scholars can use some of these techniques to refine their research work. Data scientists can base their analyses on these techniques and help chart out alternatives or develop new business models.



The aim of education is not to prepare a man to succeed in life and society, but to increase his perfectibility to its utmost.

– Mother Teresa





Communication

- Crisis Communication
- Developing Communication Competency
- Developing an Intrepreneurial Mindset at Workplace
- Effective Communication & Presentation Skills
- Effective Communication for Women in the Workplace
- Effective Interpersonal Relationships at Workplace
- Enhancing Assertiveness and Positive Attitude
- Nurturing the 5th Dimension of Leadership
- Written Business Communication

2

Crisis Communication

Programme Director: Prof. Sriparna Basu
Duration : 2 days
Dates : January 19-20, 2017
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Despite the fact that communication plays a key role in articulation of any business's strategic intent to stakeholders, businesses most times do not have at their disposal a crisis communication plan. A crisis in business is any occurrence that interferes with business operations and draws public scrutiny and media attention. It is also a fact that news of crisis spreads fast and a business that is not prepared to handle crisis could be in danger of tarnishing its reputation. Therefore, knowing how to communicate in a crisis is necessary for a business's survival. The program aims at sharing with the decision makers the importance of having a plan and framework for communicating in crisis.

OBJECTIVES:

- Understand what goes into preparing a crisis communication strategy
- Understand and map the issues creating risk
- Understand how to manage the organisation's communication during and after an event that threatens its reputation
- Know how to create crisis messages, positioning and response tactics
- How to engage confidently with Press and online social media at the height of a negative news crisis

CONTENTS:

- 1) **Why Crisis plan is often not there and often not implemented:** It Can't Happen to Us (Ostrich Theory); Cost of Preparation; Lack of Time or Know-How; Low Priority; Lack of Vision; Lack of Agreement
- 2) **Managing Reputation:** Reputation, authenticity and ethics; Stakeholder engagement; Strategic issues management
- 3) **Crisis management in Print & Social media:** Principles of crisis communication and PR; digital platforms for crisis communication; crisis communication response and engagement
- 4) **Creating a Crisis Plan:** What are the things to consider in pre and post-crisis evaluation; Dos and Don'ts in Dealing with media and human issues in crisis situations?

WHO SHOULD ATTEND?

Senior level executives of private and public sector companies.

3

Developing Communication Competency

Programme Director: Prof. Reeta Raina
Duration : 2 days
Dates : February 13-14, 2017
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

If building harmonious relationships with people across the organisations, connecting with people from diverse background, delivering efficiently and effectively any task at hand and persuading people to join hands with you in whatever endeavor you are involved with is something you aspire for, then this programme is designed especially for you.

Our understanding and the related research has time and again proven that Communication is not the only but certainly the most essential skill required for upward mobility and for delivering excellent results. The research indicates that the professionals who have demonstrated effectiveness both in building relations and at work are competent in their Communication skills.

This programme is designed to help managers at the middle level positions to come and test themselves and further their communication skills in a lab like environment through the use of carefully designed techniques: film analysis, theater, experiential learning, cases and plethora of live examples. This programme ensures a resounding success for enthusiastic participants.

OBJECTIVE:

To enhance the knowledge, skill and the attitude related to human communication.

CONTENTS:

- Conflict management and problem solving techniques
- Essentials of Business writing skills
- Non-verbal & Listening skills
- Public Speaking
- Presentation skills

WHO SHOULD ATTEND?

The programme is especially designed for middle management and academicians from educational institutions.

“ Learning gives creativity, creativity leads to thinking, thinking provides knowledge, knowledge makes you great. – A.P.J. Abdul Kalam

”

4

Developing an Intrapreneurial Mindset for Effective Leadership

Programme Director: Prof. Anita Tripathy Lal

Duration : 2 days

Dates : July 11-12, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

In the changing times to succeed in various leadership roles, employees need to exceed all expectations at workplace. This is possible by having an 'intrapreneurial mindset' which would make them innovative, adaptable and resilient to thrive in a changing workplace.

An 'intrapreneurial mindset is about taking ownership and responsibility of who you are and what you do. You take ownership of your work and job as if it was your company. This approach can certainly help the organisation scale new heights. As It is based on being innovative, developing excellent professional habits and a strong sense of leadership and service. This would accelerate your brand and reputation at the workplace. Nothing is more important than building a reputation and legacy. It precedes you as well as follows you wherever you are and wherever you go. People want to work with people who are doers and movers, who are authentic and have a proven track record. An 'intrapreneurial mindset' in the workplace is the path to getting noticed, promoted and moving up in the corporate ladder!

In the competitive business environment, the shift in attitude demands that the 'intrapreneurial mindset' becomes a second nature to the new generation. Then how do you instill the 'intrapreneurial mindset'. Through training, employees can develop an 'intrapreneurial mindset' for effective leadership at workplace.

OBJECTIVES:

- To enhance the level of innovativeness.
- To develop the sense of ownership.
- To enhance the intrapreneurial competencies.
- To succeed in achieving the organisational goals.

CONTENTS:

- Importance of Intrapreneurial mindset at workplace
- Mapping of Intrapreneurial Competencies
- Creativity & Innovativeness and Alignment of Goals with the Vision of the Company
- Developing Sense of Ownership and Accountability
- Assessing the marketing initiatives
- Achieving operational excellence
- Understanding the financial implications of the business to mitigate risk
- Stimulating Positivity at Work place

WHO SHOULD ATTEND?

The participants are expected to be a good mix of the Sales and Marketing Managers, Project Leaders, Team leaders, Senior Managers, Consultants from Public Sector, Private Sector, Multinational Organisations, Government Departments and other sectors like Tourism, Hotel, BFSI, Advertising and Hospitals etc.

5

Effective Communication and Presentation Skills

Programme Director: Prof. Anita Tripathy Lal

Duration : 2 days

Dates : September 22-23, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

What does it take to succeed in one's career? Talent, good ideas, a good education, technical expertise, skills, hard work, motivation, initiative - all these are important. In addition to this, 'good communication skills' happens to be the most important of all, because every job requires to get things done through other people- co-workers, customers, managers, people in other departments in the company. One's career success depends to a large degree on how effectively one communicates across the different channels. Another need in today's times is the art of effective presentations, as these have become a necessary part of a Manager's job requirement irrespective of the function that a manager handles.

Numerous studies have also revealed how communication in the business organizations has become all the more important for today's managers given the complexity of business operations, across increasing locations, time spans and people. The ever increasing pressure on time and attention span has brought forth the importance of effective communication to lead and excel.

Keeping the above factors in mind, this MDP has been designed to enhance and hone the communication and presentation skills of managers working up in their career for leadership roles.

OBJECTIVES:

- To create powerful first impressions
- To communicate in a clear, objective & systematic manner
- To deliver different types of presentations confidently
- To hone listening skills
- To improve interpersonal communication skills
- To appreciate the nuances of cross cultural values and communication

CONTENTS:

- Significance of Oral & Non-Verbal Communication
- Techniques to hone Listening Skills
- Effective Presentation Skills
- Informative and Persuasive Presentations
- Enhancement of body language and voice modulation
- Art of receiving and giving feedback
- Interpersonal communication at work place
- Business Etiquette with a cross cultural perspective

WHO SHOULD ATTEND?

The program will be useful for all those who want to improve their ability to influence, motivate, inspire and communicate effectively with others. It will be of particular benefit to: New Managers, Sales and Marketing Managers, Project Leaders, Team leaders, Senior Managers, Consultants from Public Sector, Private Sector, Multinational Organizations, Government Departments and other sectors like Tourism, Hotel and Hospitals etc.

“

Life is Given to us, we earn it by giving it. - Rabindranath Tagore

”

6

Effective Communication for Women in the Workplace

Programme Directors: Prof. Sriparna Basu & Prof. Reeta Raina

Duration : 2 days

Dates : August 8-9, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Even though facts show that there is an increasing trend of women taking management positions, it is equally true that women are working for major corporations but in very few instances leading them. Women hold 16% of director positions at Fortune 500 companies, and according to Catalyst, a non-profit organisation, and women only hold 4.6% percent of CEO positions as of 2013. Interestingly, Research indicates there are three must-have communication and leadership skills that women need in order to get the roles and positions best suited to their skills, interests, abilities and it is time this are debated and practiced to see what value they can yield.

OBJECTIVES:

- Identify and analyse key issues and challenges for women in the workplace
- Understand how communication effectiveness can influence personal and professional behaviour
- Understand the different cultural and social perspectives on workplace behaviour for women
- How to audit one's own communication and set personal goals

CONTENTS:

- 1) **Self-Image:** Exploring how you view yourself and your abilities? exploring what others really think of you; building self-respect; identifying your comfort zones; emphasizing personal strengths; giving yourself credit; focusing on things you know you can do; applauding yourself for efforts rather than seeking out failures;
- 2) **Understanding & Defining Assertiveness:** The Key Concepts of Assertiveness and its Influence on Personal and Professional behavior; Different cultural and social perspectives on assertive behavior; Challenges of executing assertiveness as personal and workplace behavior; How to audit assertiveness and set personal goals
- 3) **Intrapersonal and Interpersonal Behaviour:** Aligning the intrapersonal and interpersonal; managing interpersonal equations at work; Building resilience in interpersonal relationships; Building a personal and professional behaviour competence roadmap
- 4) **Action Planning:** Participants plan and discuss what they will do on return to work..

WHO SHOULD ATTEND?

Middle level women executives of private and public sector companies.

7

Effective Interpersonal Relationship at Workplace

Programme Directors: Prof. Anita Tripathy Lal &
Prof. Sanghamitra Buddhapriya

Duration : 2 days

Dates : January 16-17, 2017

Fees : Rs. 14,000 (Non-Residential)* Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

It is indeed because of the changes in the business as well as in the social environment, life patterns and human relationships are becoming increasingly complex and challenging. Whereas, the workplace is becoming more and more competitive, pressures and demands of work place as well as working in groups/teams put tremendous strain on one's ability to cope effectively. It is not only one's knowledge but also one's relationship with others that is becoming extremely important in bringing professional success.

Interpersonal Skills Training is an enabling and resilience-building process which has tremendous significance in the context of the modern day world. This training would be a helping tool for individuals to deal effectively with issues while working with others. As a result, such training is imperative for enhancing the personal effectiveness and quality of the work.

OBJECTIVES:

- To understand the importance, nature and types of Interpersonal Skills
- To develop essential qualities for enhanced personal and professional effectiveness
- To effectively manage emotions of self and others
- To deal with criticism and resolve conflict

CONTENTS:

- Self awareness
- Interpersonal styles
- Interpersonal communication
- Managing emotions
- Building positive relationship
- Responding to criticism
- Dealing with Different, Diverse and Difficult People
- Managing conflict and Problem Solving

WHO SHOULD ATTEND?

The programme is suitable for Executives of Public Sector, Private Sector, Multinational Organisations, and Government Departments.

“ A leader is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind. – Nelson Mandela ”

8

Enhancing Assertiveness and Positive Attitude

Programme Director: Prof. Anita Tripathy Lal

Duration : 2 days

Dates : December 12-13, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION

Are you invisible? Do they listen to you? Do some of your best ideas hit the trash can because nobody cares to even hear them?

As a manager, there is a good chance you may have faced situations like the ones above. If you are a leader, it does not augur well for your organization if some of the best ideas or people are not heard! During these uncertain times, it's crucial that the precious commodities- 'Good Ideas and Good People' are heard or noticed and used!

This behavioral intervention will ensure that you are seen and heard. You will learn the ideal balance position between passivity and aggression. It will also help you to develop a positive attitude, as this can help you win in all areas of your life. You will see remarkable improvement in your relationships-personal and professional.

As a leader, one should encourage a positive attitude and assertiveness within the organization.

OBJECTIVES

- To learn the importance of attitude renewal
- To develop assertive behavior for better personal and professional life.
- To help others around to grow by giving direct honest feedback.
- To build positive relationships at workplace
- To develop a positive self- image.

CONTENTS

- Understanding and assessing the different behavioral patterns
- Responsibilities and risks in each type of behavior
- Managing difficult people and situations
- Techniques of practicing assertiveness at workplace
- Power of positive beliefs and attitude
- Art of relaxation for reducing anxiety when changing your behavioral patterns
- Discussing and applying the techniques of attitude renewal
- Developing an effective personal and professional action plan to enhance assertiveness and positive attitude.

WHO SHOULD ATTEND

The program will be useful for all those who want to improve their ability to influence, motivate, inspire by being positive and assertive with others. It will be of particular benefit to: Middle & Senior Managers, Project Leaders, Team leaders, Consultants from Public Sector, Private Sector, Multinational Organizations, Government Departments and other sectors like Tourism, Hotel and Hospitals etc.

9

Nurturing the 5th Dimension of Leadership

Programme Director: Prof. Anita Tripathy Lal

Duration : 2 days

Dates : November 28-29, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

A leader who hands down orders or tries to solve every problem single-handedly and unilaterally isn't really leading. After all, as one expert put it, solutions don't solve anything unless they 'live' in People's behavior. This means leaders must help others learn how to solve problems and workout solutions. In this age of flatter organisational structures and localized decision making, the nature of leadership has changed. Leadership is no longer wielding unilateral power. Rather it is about mobilizing people to face challenges that require new habits, new values or priorities, or new ways of doing business. Can a leader with a fierce resolve to win, strike a chord with humility. Yes it is possible with level 5 leadership - 5th dimension of leadership propounded by Jim Collins. "Good to Great transformations don't happen without level 5 leaders at the helm".

OBJECTIVES:

- To understand the different dimensions/levels of leadership
- To analyze the emotional level of Leader
- To be an empathetic listener
- To have high concern for task and people
- To be able to nurture the seeds of level five leadership

CONTENTS:

- Significance and importance of different dimensions/levels of leadership- Level 5 Leadership propounded by Jim Collins
- Managing the emotional self of a Leader and communicating during crises
- Understanding self and striking an emotional balance between IQ and technical skills
- Managing multiple roles
- Creative Business Meetings through power sharing
- Listening, understanding and responding
- Communicating like a leader

WHO SHOULD ATTEND?

The participants are expected to be a good mix of senior level executives from Public Sector, Private Sector, Multinational Organisations, Government Departments and other sectors like Tourism, Hotel, BFSI, Advertising and Hospitals etc.

“ The mind is everything. What you think you become. ”
- Gautam Buddha

10

Written Business Communication

Programme Director: Prof. Anita Tripathy Lal

Duration : 2 days

Dates : October 20-21, 2016

Fees : Rs. 14,000 (Non-Residential)*

Rs. 24,500 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

To succeed in business today one needs to have the ability to communicate with people both inside and outside the organisation. One's success or failure depends to a large degree on how effectively one communicates. In fact, effective oral and written communication of an executive is indeed a great tool to achieve both personal and professional goals. In today's globalized era, effective written communication is the key to communicate effectively with the management and also to connect with cross cultural clients. Considering the importance of written communication in the business world today, the training program has been designed.

OBJECTIVES:

- To enhance the written communication skills.
- To analyse and write clear, concise, audience centric business messages.
- To improve upon internal and external written communication.
- To learn to write business proposals & reports.

CONTENTS :

- Principles of Written Communication
- Business Letters
- Email Etiquette
- Techniques of Writing Business Messages (Deductive & Inductive Approach)
- Intra Organisational Written Communication
- External Written Communication
- Business Proposals
- Business Reports

WHO SHOULD ATTEND?

The participants are expected to be a good mix of sales & marketing managers, project leaders, team heads, senior managers from Public & Private sectors, Multinational Organisations, Government departments & other sectors like Tourism, Hotels, BFSI, Advertising, Hospitals etc.



“ Take up one idea. Make that one idea your life – think of it, dream of it, live on idea. Let the brain, muscles, nerves, every part of your body, be full of that idea, and just leave every other idea alone. This is the way to success. ”
- Swami Vivekananda



Economics and Business Policy

- Building Capacities in CSR: Strategy Formulation, Implementation and Impact Assessment

Programme Director: Prof. Shallini Taneja

Duration : 2 days

Dates : September 1-2, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Corporate Social Responsibility (CSR) measures for both public and private sector corporations in India have gathered a certain momentum due to economic reforms and globalisation pressures. The formulation of the Companies (Corporate Social Responsibility Policy) Rules, 2014 (“CSR Rules”), by the Ministry of Corporate Affairs (MCA), GOI under section 135 of the Companies Act, 2013 schedule VII was a welcome Development. A holistic framework has been given to the industry in the form of the CSR legislation so that strategic planning of their CSR activities would help them to measure the impact of the deliverables at the end of the year. This has also ensured a gradual shift from the traditional model of social welfare to a more strategic CSR model that fits in with the long-term objective of the company. This new avenue of funding national development agenda believed as a new financing and PPP model for sustainable development to developing nations. Companies are strategizing their CSR investment to gain global competitive advantage. Second year of implementation of CSR legislation would be going to end on March 31, 2016. There are some companies who are doing exceptionally good work while some are catching up and some who are still struggling to understand the issues and challenges related to agenda building, operational issues, implementation and especially how to create their own parameters for impact assessment & measurement and reporting mechanisms. Therefore, it is important to ensure that the investment in CSR initiatives must create 'shared value' both for the business and society at large.



OBJECTIVES:

- To elucidate and review the gradual shift in the understanding of CSR practices and its significance to business strategy.
- To develop an in depth understanding of approaches, tools and techniques for CSR implementation.
- To develop insights for conducting the stakeholder engagement and materiality assessment.
- To develop insights into appropriate disclosure and reporting systems for CSR and Sustainability.
- To develop the understanding of various qualitative and quantitative tools to measure CSR Projects(monitoring, evaluation and impact assessment).

CONTENTS:

- Overview of section 135, schedule VII of CSR Rules under the Companies Act 2013
- CSR agenda formulation process and content (Creating instrument for baseline study)
- Strategic Engagements with internal and external stakeholders (Collaborative frameworks; stakeholder engagement and materiality assessment)
- CSR implementation process and issues
- Evaluation of CSR projects: Monitoring, evaluation and impact assessment (qualitative and quantitative techniques)
- Sustainability: Disclosures & Reporting issues and post-2015 Development Agenda

WHO SHOULD ATTEND?

Managers and executives from public and private sector organisations and MNCs. Also other agencies like government departments, Chambers of Commerce, NGOs, and organisations associated with social sector projects are welcome to participate.



“ Leaders establish the vision for the future and set the strategy for getting there – **John P. Kotler** ”



Finance

- **Advanced Corporate Finance**
- **Enterprise Risk Management for Creating Risk Intelligent Organisation**
- **Finance for Non-Finance Executives**
- **Financial Management for Public Sector Enterprises**
- **Financial Modeling**
- **Foreign Exchange Risk Management**
- **Project Finance-Funding & Appraisal**
- **Spreadsheet Modeling for Business Valuation**
- **Superannuation Planning**

12

Advanced Corporate Finance

Programme Director: Prof. Vinay Dutta

Duration : 3 days

Dates : November 30 – December 2, 2016

Fees : Rs. 20,000 (Non-Residential)*

Rs. 34,000 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

Finance and financial management occupy the center stage in all decision making processes in an organisation. This is because all strategic decisions in a corporate involve considerations relating to returns. Accordingly, this programme has been specifically designed around applying finance science in the design and management of business enterprises, constituted as public or private, profit or non-profit, small, medium or large enterprises. The approach used is to understand the changing role of finance in the context of decision making processes and new financing options. Program also aims at the issues surrounding measuring and managing risks. In the fast changing environment of the financial system, business executives need to try their hand at predicting where things will be in the impending future instead of focusing on where they are now.

The participants will not only appreciate the decision making processes better, but also contribute significantly to these processes with a view to improve the overall quality of the functioning of the organisation.

OBJECTIVES:

- How to analyze financial information
- How to apply strategic thinking in the context of financial implications
- How to take financial decisions that are aligned with your strategic objectives
- How to communicate both strategic and financial information
- To understand role of risk management in corporate performance
- To provide an insight into financing options

CONTENTS:

- Evolving role of finance function and the path ahead
- Financial health of a business enterprise – analysis of financial statements
- Interpreting financial news
- Total working capital management
- Total cost management
- Treasury operations and Corporate risk management
- New financing options: Securitisation, Factoring, Commercial Bartering, Financial Supply Chain Management
- Topical issues in finance

WHO SHOULD ATTEND?

- Middle and senior level managers
- Heads of Divisions/Functions and Owner Managers
- Managers who wish to update their knowledge on advanced topics in Finance

13

Enterprise Risk Management for Creating Risk Intelligent Organisation

Programme Director: Prof. Vinay Dutta

Duration : 2 days

Dates : February 9-10, 2017

Fees : Rs. 14,000 (Non-Residential)*

Rs. 24,500 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

Exposure of business enterprises to risks is moving up on the ladder due to rapid pace of change, expanding business arenas, resource constraints, growing openness and accountability, continual organisational change, regulatory developments and well-publicized debacles of companies like Lehman Brothers, Satyam Computers, Enron and WorldCom. These events are adding new dimensions for creating risk awareness and managing risks among present day managers versus their counterparts a decade ago. Stakeholders today are demanding greater transparency on the subject of risks an enterprise faces and commensurate level of assurance about the robustness of the organisation's risk-taking capabilities. That being the reality why is risk an unpleasant word? Why do businesses often interpret risk as impediment to growth and ignore risk taking? Why is risk not viewed as resource for value creation? Can business enterprises, private or public, profit making or non-profits, established or start-ups re-look at risk positively to embrace it for achieving competitive advantage and sustained growth? And what exactly is the potential of using integrated risk management in creating a risk-intelligent organisation when the business environment is going through a turbulent phase?

This two-day intensive case study based program has been especially designed to resolve risk management issues at strategic as well as operational level and seek out solutions for risk management at an enterprise level. Organisations that can systematically identify potential exposures, take corrective action early, and proactively learn from those actions to achieve corporate objectives.

OBJECTIVES:

- Giving an insight into the fundamentals and framework of risk management.
- Examining the present status of risk management and interrelationships between various risks assumed by businesses.
- Developing risk infrastructure and capabilities for managing business risks at an enterprise wide level.

CONTENTS:

- Meaning, objectives & evolution of risk management towards enterprise risk management
- Money management versus risk management
- Identification of risks and developing risk registers
- Risk strategy and alignment of strategic decisions with operational capabilities
- Financial risk management
- Operational risk management
- Human resource risk management
- Business disaster management and contingency planning

WHO SHOULD ATTEND?

This programme is interdisciplinary. It is recommended that senior and middle level executives from cross-functional areas jointly attend the programme.

“

There is only one ingredient for innovation and that is the power of the human mind. As long as a company is able to attract, enable, empower and retain the best of the brightest, it will have a play. - **Narayana Murthy**

”

14

Finance for Non-Finance Executives

Programme Director: Prof. Vinay Dutta

Duration : 3 days

Dates : July 27-29, 2016 and January 23-25, 2017

Fees : Rs. 20,000 (Non-Residential)*

Rs. 34,000 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

In the present competitive business environment profit generation and wealth maximisation require sustained efforts and appropriate decision skills on the part of executives in all functions and departments.

OBJECTIVES:

- Gain a greater understanding of the financial objectives of the organisation and translate them into action in their respective functional areas
- Work out the financial implications of their day-to-day decisions, helping take decisions that have a positive impact on financial objectives of the business
- Make better use of resources allocated to their divisions
- Build up financial confidence
- Sharpen financial skills and competencies for business success

CONTENTS:

- Fundamentals of accounting and finance
- Understanding financial statements-Balance Sheet, Profit and Loss Account and Cash Flow Statement
- Identifying linkages among financial components in financial statements
- Understanding key financial ratios and how they work
- Understanding financial markets and financial instruments
- Interpretation of financial and economic news
- Relevance and preparation of corporate budget
- Fundamentals of cost management from decision making perspective
- Working capital finance and contribution of functional departments in working capital management
- Personal financial planning

WHO SHOULD ATTEND?

This is a “fundamental” programme specially designed for:

- Middle level Managers.
- Heads of Divisions / Functions and Owner Managers
- Managers who wish to update their knowledge on basics of Finance and Accounts.

No prior knowledge or background in finance/accounting required.

15

Financial Management for Public Sector Enterprises

Programme Director: Prof. A.K. Puri

Duration : 3 days

Dates : September 7-9, 2016

Fees : Rs. 20,000 (Non-Residential)*

Rs. 34,000 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

Public Sector has played a salutary role in shaping economic progress of the country over six decades of free India. With competitive markets and global footprints as challenges practices of enterprises in public sector have gone through changes that are prerequisite for growth. Expectations of government as a shareholder have also undergone changes with productivity, profitability and professionalism as areas of prime concern.

This program has been designed to deliberate on contemporary financial skills relevant to Public Sector Enterprises so as to be a winner in competition in domestic and global markets.

The program has been designed with special emphasis on tackling issues and concerns of Public Sector Enterprises by providing opportunities of capacity building through insights on latest developments in Finance.

OBJECTIVES:

The program is specially designed for executives in government and public sector enterprises in infrastructure, manufacturing, banking, finance, refinance and development organisations. Middle, Senior and General Managers with Finance, strategy and general management responsibilities at the top and Middle Management level dealing with planning, financing, investing and controlling activities in these organisations will find the program useful.

CONTENTS:

- Public Sector Enterprises and wealth creation
- Efficient Treasury Management
- Financial Risk Management
- Design and Appraisal of PPP models
- Securitisation
- Forefating
- Project Finance and Appraisal
- Managing International Finance

WHO SHOULD ATTEND?

The program is aimed at executives of government and public sector enterprises in infrastructure, manufacturing, banking, finance, refinance and development organisations. Middle, Senior and General Managers with Finance, strategy and general management responsibilities at the top and Middle Management level dealing with planning, financing, investing and controlling activities in these organisations will find the program useful.

“ Strategy is about stretching limited resources to fit ambitious aspirations. ”
- C K Prahalad

16

Financial Modeling

Programme Director: Prof. Himanshu Joshi

Duration : 2 days

Dates : August 30-31, 2016

Fees : Rs. 14,000 (Non-Residential)*

Rs. 24,500 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

The Programme on financial modeling can be practically divided into two parts: (1) Basic and advance tools of Microsoft Excel used in financial modeling like Data handling using pivot tables, Data Tables, Goal Seek Solver etc. (2) Application of financial modeling in finance. This course covers standard financial models in the areas of corporate finance, financial statement forecasting, fixed income securities, portfolio theory and optimisation and equity and business valuation using Microsoft Excel.

OBJECTIVES:

- Understanding the basic and advanced features of MS Excel useful for financial analysis.
- What if analysis (sensitivity and scenario generation) using data tables and scenario manager.
- Understanding how to develop good excel models and debugging them.
- Developing spreadsheet models for financial statement forecasting, time value of money, financial planning and investments, bond pricing and analysis, portfolio analysis and optimisation, and other corporate finance functions.

CONTENTS:

- Excel 2007 basic and advanced features.
- Analyzing databases using sorting, filtering, tables and pivot tables.
- Answering what if questions using data table and scenario manager.
- Optimisation in excel using goal seek and solver.
- Financial statement forecasting using MS-Excel. (Income statement, balance sheet, free cash flow calculation, common size statements, financial indicators)
- Capital budgeting
- Bond Pricing, Duration and Convexity Modeling using MS-Excel.
- Portfolio Analysis and Capital Asset Pricing Model (CAPM)
- Capital Structure and Cost of Capital Calculation.
- Equity and Business Valuation.

WHO SHOULD ATTEND?

Middle and Senior Managers handling corporate finance and Treasury functions, investment bankers and managers at equity brokerage firms, analysts from KPOs.

17

Foreign Exchange Risk Management

Programme Director: Prof. Himanshu Joshi

Duration : 2 days

Dates : October 17-18, 2016

Fees : Rs. 14,000 (Non-Residential)*

Rs. 24,500 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

After the global financial crisis of 2008, currency markets all over the world have become very volatile. From last two years INR has been very volatile against major global currencies, which exposes Indian firms to a very high Foreign Exchange (FX) risk. This 2-day program has been designed to cover mechanism of Foreign Exchange Market and forward FX market. It will discuss sophisticated techniques to measure FX exposures of a firm including FX revenue exposure, FX cost exposure, FX operating Exposure, and FX value Exposure. Program will also cover FX risk hedging strategies, which includes operational hedging, foreign currency debt, and financial hedging using instruments like forward contract, currency options and currency swaps. Real life cases will be used to explain the complicated concepts of competitive FX exposure and compounded FX exposures, which are difficult to measure but present serious threat to the business model of the firm.

OBJECTIVES:

- Understanding the functioning of Spot and Forward FX market in India
- Developing skills to identify and measure FX exposure to firm's revenues, operating cash flows and equity
- Developing skills to identify and apply suitable hedging strategy to manage FX risk using operational hedging, foreign currency debt, forward contracts, currency options and currency swaps

CONTENTS:

- Understanding spot and forward foreign exchange rates and markets
- Foreign exchange and interest rates
- Measuring and hedging transactional FX Risk
- Measuring and hedging long term FX Risk (FX operating risk, FX value risk)
- Selection of appropriate hedging techniques
- Forward contracts on currencies
- Currency options
- Currency swaps
- Foreign currency debt

WHO SHOULD ATTEND?

Professionals, bankers, instructors, institutions and executives engaged in public and private sector enterprises and officers working with export promotion councils, commodity boards, chambers of commerce, export promotion councils, foreign trade promotion agencies, trade associations, private and consultant agencies.

“

All birds find shelter during a rain. But Eagle avoids rain by flying above the Clouds.

A.P.J. Abdul Kalam

”

18

Project Finance – Funding & Appraisal

Programme Director: Prof. A.K. Puri
Duration : 2 days
Dates : June 23-24, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

For national aspirations of higher GDP growth, development of infrastructure expansion in economic activity is desirable. Opportunities abound for initiative and drive to make inroads into growth and development through innovative ideas and entrepreneurial zeal in pursuing capital intensive projects. With multilateral funding and support to development initiatives from government, financial aspects of infrastructure and expansion projects can be taken care of through precise knowledge and expertise.

Financial appraisal of projects has emerged as a specialized field of activity in Banks and Development Financial Institutions. Training program on Project Finance - Funding and Appraisal will deal with issues in financing and appraisal for medium and big ticket funding of projects. Be it expansion and/or installation of manufacturing facilities, service activities, capacity creation in power, infrastructure, roads, malls, commercial complexes, apartments and other real estate development, nuances of funding and appraisal will be widely covered in this program.

OBJECTIVES:

This training program will equip participants with knowledge of latest sources and patterns of funding in projects. The program will deal extensively with raising finance through innovative practices. The program will also cover issues concerning appraisal and monitoring of projects by financial institutions and fund providers. The program aims at creating skills to raise finance in private sector as also on various formats of Public Private Partnership and taking informed decisions on financing and appraisal of projects.

CONTENTS:

- Funding needs in Projects
- Sources of finance
- Meeting requirements of fund providers
- Project financing- structure and monitoring
- Project viability
- Project Appraisal - Financial, Developmental and Social
- Financial Deal Structuring
- Credit risk assessment
- Public Private Partnership.

WHO SHOULD ATTEND?

The program is aimed at executives in infrastructure, manufacturing and development sectors, banking and financial institution professionals, and entrepreneurs dealing with infrastructure funding and credit appraisal of projects.

19

Spreadsheet Modeling for Business Valuation

Programme Director: Prof. Himanshu Joshi
Duration : 2 days
Dates : May 19-20, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

The program covers the business valuation using MS-Excel. It starts with basic concepts of Discounted Cash flow valuation and market comparable valuation approaches. Program covers forecasting of earnings and calculation of cash flows, calculation of appropriate discount rate for companies and projects, and forecasting of growth rates in detail.

OBJECTIVES:

- Understanding the basics of Discounted Cash flow Techniques using MS Excel
- Revenue and Cost Projection for companies
- Determination of projected cash flows
- Building appropriate equity valuation model using MS Excel.
- Building valuation model for M&A

CONTENTS:

- Concept of Discounted Cash flow Valuation and Market Comparable Valuation
- FCFF, FCFE, and EVA Valuation Model
- Estimating the discount rate
- Estimating the risk-free return
- Estimating equity premium
- Estimating beta both when the stock trades and when it does not
- Practical challenges in valuation of firms with negative earnings, no history and high growth rate
- Adjustment for Cash
- Adjusting for Cross Holdings
- Adjusting for Investments
- Building a Spreadsheet Model for Valuation
- Understanding the spreadsheet Logic
- Building the revenue model
- Forecasting EBITDA, Net Income
- Closing the Valuation Model
- Sensitivity Analysis
- Determining Swap ratio for M&A, valuing combined entity and post-merger financial indicators.

WHO SHOULD ATTEND?

Senior, Middle and Junior Level Managers from any functional area of management of an organisation, including Finance, Logistics, Marketing, Production and Operations Management (POM) etc will find the program useful.

“ You can't cross the sea merely by standing and staring at the water.
- Rabindranath Tagore

”

Programme Director: Prof. Vinay Dutta
Duration : 2 days
Dates : February 23-24, 2017
Fees : Rs. 14,000 (Non-Residential)*
 Rs. 24,500 (Residential)*
 *plus Service Tax @ 15%

INTRODUCTION:

Increased level of wealth created by individuals and brighter yet uncertain future economic conditions has substantially augmented the demand for sound professional advice on superannuation planning, commonly referred as retirement planning. Superannuation Planning essentially entails setting financial and non-financial goals to live happily in retirement. However, to be sure that your life is full of enjoyment, you must have an understanding of the basic financial principles for managing personal finances in general and specifically on superannuation. This two day programme has been designed to prepare The State Corporation of India officials for critically and logically analyzing the process of making independent financial decisions for seeking financial freedom during matured phase of life. Programme also aims at empowering the participants to develop strategies for managing personal finances on trans-generational basis.

OBJECTIVES:

To enable the participants to improve and develop a deeper understanding of their finances through:

- Extending their present knowledge with current insights from Wealth Management perspective;



- Empowering the participants to develop capabilities to assess their pre and post superannuation financial needs;
- Providing framework of wealth accumulation, wealth preservation and wealth distribution.

CONTENTS:

- Fundamentals of personal finances: Purpose of money, money and happiness
- Emotional and financial aspects of personal financial planning: Life situation and personal values, economic, emotional and social factors affecting financial planning
- Financial planning process- Determining current financial situation, developing personal financial goals, identifying alternative courses of action, evaluating alternatives, implementing financial action plan, reviewing and revising financial plan
- Goal setting: Financial and non-financial goals, goal-setting process, monitoring goals
- Retirement planning: Basics of retirement planning, retirement options, planning for retirement cash flows, adjusting retirement living expenses, preserving and rebalancing of portfolio on retirement
- Investment options at pre and post retirement phase: Factors affecting choice of investments, financial investments (fixed income, equity etc.), investing in hard assets (gold and real estate), risks in personal investing
- Estate Planning: What is estate planning? Nomination versus Will, Will versus Gift, Types of Will, Drafting sample will.

WHO SHOULD ATTEND?

Officials in pre-retirement phase, seeking voluntary retirement and officers having interest in developing capabilities for managing personal finances.



“ All knowledge that the world has received comes from the mind, the infinite library of the universe is in our own mind.

- Swami Vivekananda

”



Information Technology

- Advanced Microsoft Excel 2013 – HR Practitioners Perspective
- Advanced Microsoft Excel 2013 – Managers Perspective
- Big Data and Small Data Tools : Introduction to R-Software
- Data Visualisation and Presentation Techniques
- SAS Big Data Analytics
- Social Media Analytics and Sentiment Analysis

21

Advanced Microsoft Excel 2013 -HR Practitioners Perspective

Programme Director: Prof. Rajneesh Chauhan

Duration : 2 days

Dates : November 15-16, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Microsoft Excel and especially the later versions like 2013 are an industry standard that are found in most of the HR Departments today. In HR Departments, as organisations keep becoming bigger, more and more data is getting generated which calls for more and more Excel skills. Not only is it important to know Excel but also how fast a Corporate Citizen is with Excel.

A HR Manager's ability to understand data, ability to visually present the data, analyze data, take decisions based on data insights calls for a good in depth understanding of Excel. This course has been designed keeping this in mind. The data sets are made specifically keeping in mind the data sets that one sees in HR Departments.

OBJECTIVES:

This program has been designed to take beginners of Excel in HR Departments to an Advanced usage of Excel. The course is a completely hands on Course.

CONTENTS:

- Charts and Mini Charts
- Conditional Formatting of Data
- Sorting, Filters, Splicers, Advanced Tables
- Simple Calculations in Excel
- Logical Functions (IF, AND, OR, COUNTIF, SUMIF, AVERAGEIF)
- Date Functions
- Text Formulas (CONCATENATE)
- 3 Dimensional Formulas
- Lookups (Vertical and Horizontal)
- Using Multiple Excel Worksheets and Workbooks
- Pivots and Pivot Tables
- Power Pivot Basics
- Advanced Analysis - What if Analysis, Data Analysis
- Short Cuts

WHO SHOULD ATTEND?

Any HR practitioner who wants to improve his Excel skills and thus improve his / her productivity – in matters both professional and personal.

22

Advanced Microsoft Excel 2013 -Managers Perspective

Programme Director: Prof. Rajneesh Chauhan

Duration : 2 days

Dates : August 3-4, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Microsoft Excel and especially the later versions like 2013 are an industry standard that are found in most of the Corporates today. In Corporate world, more and more of data is getting generated which calls for more and more usage of Excel. Not only is it important to know Excel but also how fast a Corporate Citizen is with Excel.

A Manager's ability to understand data, ability to visually present the data, analyze data, take decisions based on data insights calls for a good in depth understanding of Excel. This course has been designed keeping this in mind.

OBJECTIVES:

This program has been designed to take beginners of Excel to an Advanced usage of Excel. The course is a hands on Course.

CONTENTS:

- Charts and Mini Charts
- Conditional Formatting of Data
- Sorting, Filters, Splicers, Advanced Tables
- Simple Calculations in Excel
- Logical Functions (IF, AND, OR)
- Logical Functions (COUNTIF, SUMIF, AVERAGEIF)
- Text Formulas (CONCATENATE)
- 3 Dimensional Formulas
- Lookups (Vertical and Horizontal)
- Using Multiple Excel Worksheets and Workbooks
- Pivots and Pivot Tables,
- Basics of Power Pivot
- Advanced Analysis - What if Analysis, Data Analysis
- Short Cuts

WHO SHOULD ATTEND?

Anyone who wants to improve his Excel skills and thus improve his / her productivity – in matters both professional and personal.

“ Learning gives creativity, creativity leads to thinking, thinking provides knowledge, knowledge makes you great.

– A.P.J. Abdul Kalam

”

23

Big Data and Small Data Tools: Introduction to R-Software

Programme Director: Prof. Rajneesh Chauhan
Duration : 2 days
Dates : September 28-29, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

For data sets both big and small, data analytics is becoming more and more important. Understanding the data, analyzing the data, arriving at decisions based on the data is an integral part of Corporate jobs. With organisations becoming bigger and digitisation pervading all parts of the organisation, it is important that Corporate citizens should be familiar with analytical tools. R Software is a leading open source software in the analytical space that can be used for data sets big and small. This course will serve as an introduction to R Software.

OBJECTIVES:

This program has been designed to introduce R Software to business users. The course is a hands on Course.

CONTENTS:

- Understanding various Analytical Products and Tools
- Understanding Big Data and Small Data
- R Software
- R Studio
- Downloading and Installing
- Variables
- Vectors and Data Frames
- Working with Files
- Basic Plots
- Visual Analytics
- Understanding Regression
- Building and Evaluating Regression Models
- Decision Trees / Sentiment Analysis

WHO SHOULD ATTEND?

A practitioner who wants to get introduced to R Software and start his/her data analytics journey.

24

Data Visualisation and Presentation Techniques

Programme Directors: Prof. Ashok Kumar Harnal & Prof. Shilpi Jain
Duration : 2 days
Dates : February 6-7, 2017
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION & OBJECTIVE:

Effective data visualisations go beyond aesthetics; they facilitate organisations to make precise and useful decisions from the variety of data available to them. One picture is worth a thousand words. Through this course, the participants will be able to model their data to visualize the conceivable outcomes for their business plans and strategies. The learning will assist in developing a balanced mix of information and graphics, which will further help learners to explore deeper and develop contextual insights on the broader spectrum. The tools taught in this course are simple to learn and have wide acceptance in industry.

CONTENT:

- Introduction to Visualisation
- Visualisation Design Principles
- Visualisation Data Models & variables
- Types of Visuals
- Charts, Graphs, Dashboards, & Infographics
- Create simple to complex graphs and Charts
- Create Business Dashboards
- Design industry – standard graphs with Tableau, Orange, Canva and Piktocharts
- Create Visuals from Multiple Datasets in Tableau and Orange
- Summarize data using Venngage, and Piktocharts

WHO SHOULD ATTEND?

Working professionals from any business domain



“

Put your heart, mind, and soul into even your smallest acts.
This is the secret of success. - Swami Sivananda

”

25

SAS Big Data Analytics
(co-branded)

Programme Director: Prof. Raman Sethi
Duration : 3 days
Dates : December 13-15, 2016
Fees : Rs. 55,000 (Non-Residential)*
 Rs. 69,000 (Residential)*
 *plus Service Tax @ 15%

INTRODUCTION:

Big Data analytics and mining are becoming more and more important. Understanding the data, analyzing the data, arriving at decisions based on the data are an integral part of Corporate jobs. It is important that Corporate citizens are familiar with analytical tools like SAS Enterprise Miner, a market leader in this space.

OBJECTIVES:

This hands on course is designed to introduce SAS Enterprise Miner.

CONTENTS:

- Introduction to Enterprise Miner
- Data Exploration
- Predictive Modeling – Decision Trees
- Predictive Modeling – Regressions
- Predictive Modeling – Neural Networks
- Model Assessment
- Model Implementation

WHO SHOULD ATTEND?

- Practicing Managers and Professionals from Industry
- Faculty, Students and Researchers



“

Learn from the mistakes of others...you can't live long enough to make them all yourselves. – Chanakya

”

26

Social Media Analytics and
Sentiment Analysis

Programme Directors: Prof. Ashok Kumar Harnal & Prof. Shilpi Jain
Duration : 2 days
Dates : August 1-2, 2016
Fees : Rs. 14,000 (Non-Residential)*
 Rs. 24,500 (Residential)*
 *plus Service Tax @ 15%

INTRODUCTION & OBJECTIVE:

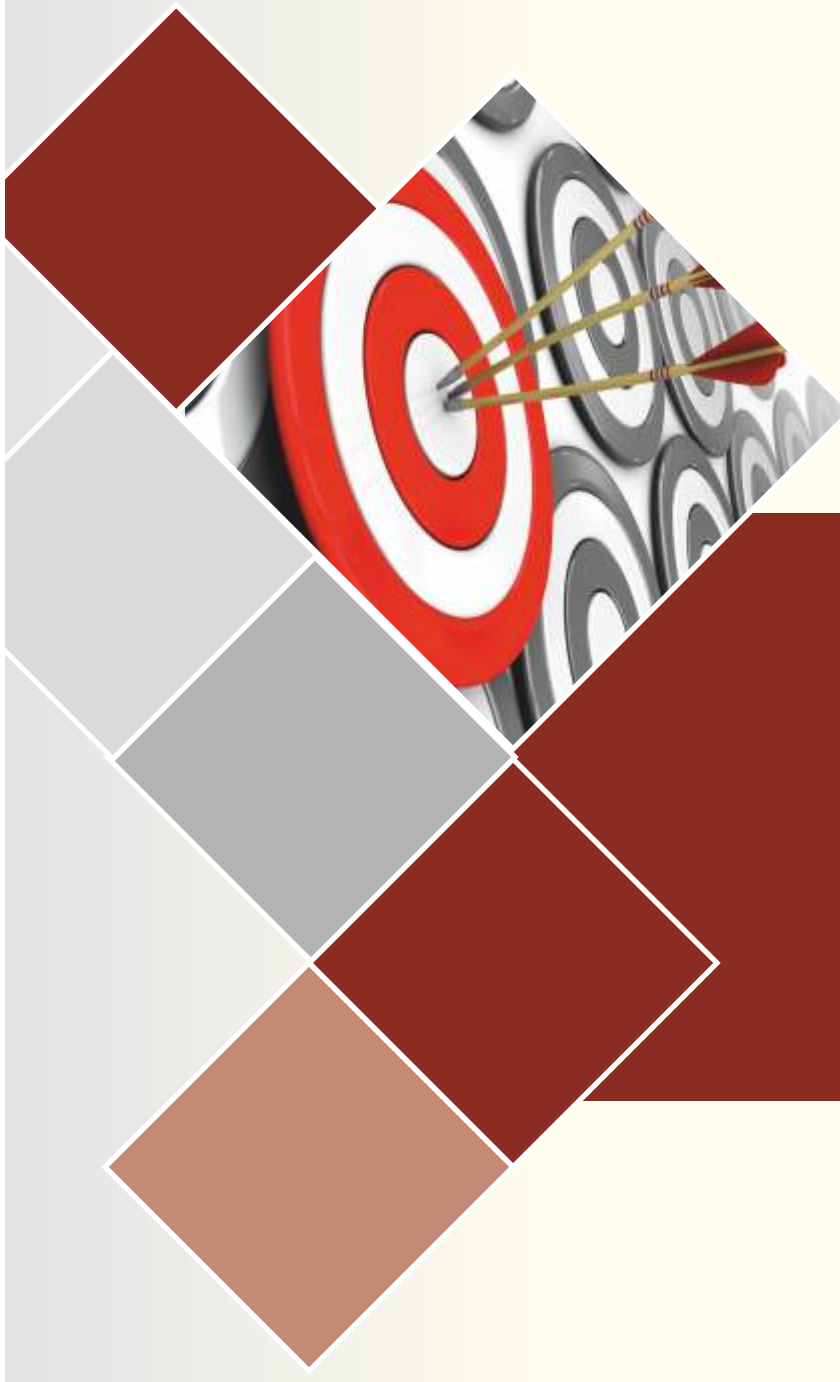
More than 95% of Indian internet population use Google as a navigation tool, because of which corporates are spending a big chunk of their marketing budgets on promotions / advertisements through Google. Other than Google, the companies have been spending on other social media sites like Facebook, twitter, Instagram etc. Since stakes are quite high and there is no direct interaction between the customer and organisation, the accountability is important. Digital analytics has become a key aspect of digital marketing. It helps investors to comprehend the source, demographics, and behavior of their prospective customers. It also helps to track and measure ROI of marketing campaigns in terms of increased awareness and sales. In this course, participants will learn how data from Internet and Twitter analytics can be used for sentiment analysis, opinion formation, marketing campaigns, conversion tools, segmentations etc.

CONTENT:

- Introduction to Web Analytics
 - i. Analytics process, operations and applications
 - ii. Setting up an environment for analytics
 - iii. Analyzing data and draw actionable insights
 - iv. Navigating reports
- Text mining
 - i. Techniques of text mining Text classification with Weka
 - ii. Web-crawling Text classification using RapidMiner
- Sentiment analysis and Opinion mining
- Techniques of sentiment analysis
 - i. Analyzing sentiments using RapidMiner/KNIME
 - ii. Sentiment analysis with Weka
 - iii. Extracting tweets from twitter
- Social listening, analyzing and monitoring
 - i. Manage Facebook, Twitter and YouTube accounts

WHO SHOULD ATTEND

Marketing professionals from any industry.



Marketing

- **Creating Winning Sales Teams**
- **Effective Customer Management in a Digital Marketing Space**
- **Marketing Strategies for Winning in India and Emerging Markets**
- **Qualitative Research in Marketing**
- **Social Media Marketing and Social Listening**
- **Understanding the Dynamics of Rural Markets**

27

Creating Winning Sales Teams

Programme Directors: Prof. Asif Zameer & Prof. Anupam Narula

Duration : 2 days

Dates : December 15-16, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Sales force is the face of the organisation at the front end of the business. It is at the epicenter of the rapidly changing customers, competitors, products, technologies and markets. This makes the job of sales personnel more challenging than their counterparts in other functions in the organisation. A core challenge in front of a sales manager is to enhance the sales force performance under demanding and rapidly changing environment. This programme is designed for executives to discuss and analyze the aspects of accelerating the sales force performance.

OBJECTIVES:

- Explore the key issues in developing a go-to-market strategy
- Enhancing personal selling and prospecting skills
- Give a marketing focus to the sales team
- Develop customer understanding skills in the sales team
- Understand the nuances of structuring the sales force in an organisation, territorial design and quota allocations
- Explore key developmental issues like training of sales forces
- Develop better understanding on the motivational tools like compensation, and performance management
- Understand how technology enhances sales force performance

CONTENTS:

- Market coverage
- Personal Selling Skills
- Prospecting for clients in International and Domestic Business
- Who really does the buying?
- Manage the customer, not just the sales force
- Structuring the Sales force
- Personnel issues in Sales force
- Motivating and leading the Sales force
- Technology and Sales force
- Building a potent Sales force culture

WHO SHOULD ATTEND?

The programme is targeted at the sales executives and sales managers of various industries who are actively involved in planning and executing of the sales function.

28

Effective Customer Management in a Digital Marketing Space

(Including practice session on Microsoft Dynamics CRM Software)

Programme Director: Dr. Jitendra Das

Duration : 3 days

Dates : December 5-7, 2016

Fees : Rs. 20,000 (Non-Residential)*
Rs. 34,000 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

With the liberalisation of the global economy markets have become ferociously competitive. Omnipresence of digital environment in all aspects of selling today has further complicated the matter. Companies now must work harder than ever before to gain and keep customers, and at a competitive cost. The swelling investments in various business process enhancement system leading to optimized production methods and cost efficiencies would be available to all—sooner or later—and thus, any such advantage would have a short life. For a sustainable advantage and a firmer grip on the market, it is being understood that the company must shift to enhance its focus on its ability to acquire and retain its customers. The key lies in understanding the customer better than competition and rolling out marketing plans that elicit customer response to buy. Moreover, increasingly for the consumers, brand-related conversations, information gathering and purchase decisions are taking place via different digital platforms including social media. Companies too are expected to join those conversations and facilitate decision making. Digital platform is holistically changing how consumers consume and therefore how organisations, in response, do business.

OBJECTIVE:

This program aims to broaden the grasp of participants about tools and techniques to better understand their customers, who are now extensively digitally savvy, and develop strategies to acquire and keep customers loyal.

CONTENTS:

- Hands-on practice on Microsoft Dynamics CRM software
- Understanding marketing from the customer's point of view
- Effective Customer Communications
- Customer Management Measurement Metrics
- Relating customer satisfaction to loyalty and developing loyalty programs
- Social Media Monitoring/ Listening - Sales Implications
- Big Data Analysis - an Introduction
- Case Discussions

WHO SHOULD ATTEND?

All business professionals, who are keen to sharpen their skills on how to develop customer centric business strategies by leveraging digital media, would benefit most from this program.

“

It is better to perform one's own duties imperfectly than to master the duties of another. - **Bhagavad Gita**

”

29

Marketing Strategies for Winning in India and Emerging Markets

Programme Director: Prof. Anupam Narula
Duration : 2 days
Dates : February 16-17, 2017
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

This course examines what it takes to lead and manage multinational firms in India and other emerging markets that have many similar characteristics.

India is on the minds of business leaders everywhere. Within a few decades it will be the world's most populous nation and one of its largest economies. India is also a complex and challenging market, with a reputation for corruption, uncertainty, and stultifying bureaucracy. Many global companies are therefore cautious when it comes to investing in India. But with a \$2 trillion economy growing at 5-6%, it is not a market that can be ignored. Succeeding in India therefore becomes a litmus test for a company's ability to succeed in other emerging markets. If you can win in India, you can win everywhere.

Emerging markets like India are very tough places, but the biggest obstacle to success for most multinational firms in them may be the internal culture and mind-set at headquarters. The unwillingness to make a long-term commitment to the new market or to adequately trust local leadership, combined with the propensity to rigidly replicate the products, business models, and operating systems that have worked at home country, drives many companies to a "midway trap" that results in these markets remaining an irrelevantly small contributor to global growth and profits.

OBJECTIVES:

The programme focuses on the critical marketing components required to compete and win in complex and challenging environment of India and Emerging Markets. This hand-on programme helps you to explore leading marketing practices to be designed for dealing with the chaos- and how to even prosper from it? How to handle corruption, bureaucratic logjams, and policy uncertainty and how to develop winning strategy for India and emerging markets.

CONTENTS:

- Emerging Challenges for global firms in India.
- Exploiting growth opportunities and the midway trap.
- Identifying and deciding where to Compete/Analyzing Market Segments,
- Country leadership and talent issues in Emerging Markets like India
- Managing in chaotic Environment and how to prosper from it.
- India as Innovation Laboratory for the world and emergence of Indian MNCs.

WHO SHOULD ATTEND?

This program is of great interest, if you are a senior management executive, entrepreneur, and marketing professional who are responsible for developing and implementing marketing strategies, both domestically and in Emerging Markets. It is designed for Indian domestic companies and Multinational companies seeking to penetrate further into Indian and Emerging markets.

30

Qualitative Research in Marketing

Programme Directors: Prof. Divesh Kumar & Prof. Kumkum Bharti
Duration : 2 days
Dates : July 21-22, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Successful organisation, both private and government have realized the potential of qualitative research in unearthing the market related solutions and building an understanding of the customers. This change is new and adopted by organisations for solution development. Qualitative researches are beyond interviews and focus group discussions. New, emerging methodologies have been adopted by companies to solve the Multi criteria decision making problems. The qualitative market research is adopted by FMCG, manufacturing, and service marketing, to mention a few, to understand the consumer behavior, and sustainability of supply chain. This program is designed to advance the knowledge of the qualitative research and what are the techniques that can be used for understanding the problem and finding out a solution to the business problem.

OBJECTIVES

- To study the relevance of qualitative research in problem identification and problem solution.
- To understand the various methodologies relevant for carrying out the qualitative research.

CONTENTS:

- Nature of qualitative research
- Usefulness of qualitative research in marketing
- Research paradigms
- Research design
- Research approaches
- Relevance of conducting literature review in conducting qualitative market research
- Measuring validity and reliability in qualitative market research
- Techniques of qualitative research
 - i. ISM
 - ii. Fuzzy AHP
 - iii. Thematic Analysis
 - iv. Grounded Theory

WHO SHOULD ATTEND?

This program is of great interest, if you are a senior management executive, entrepreneur, and marketing professional who are responsible for developing and implementing marketing strategies, both in developed and underdeveloped markets of emerging economies. It is designed for Indian domestic companies and Multinational companies seeking to understand the consumers' behaviour by reaching out to them. Programme offers interactive lectures spread over two days. The participants will also be engaged in group practicum for experience based learning.

“ Every morning we are born again. What we do today is what matters most. ”
- Gautam Buddha

31

Social Media Marketing & Social Listening

Programme Director: Prof. Payal S. Kapoor

Duration : 2 days

Dates : January 12-13, 2017

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Increasing usage of Social Media is gradually altering the consumer decision journey. It enables consumers to connect and exchange brand-related information, thereby influencing the ultimate buying behavior of consumers. A single brand story can reach thousands of existing or potential customers, hence brand-related discourse and the overall sentiments associated with the brand on social media can no longer be ignored by the marketer. It not only enables productive engagement with the consumers, but also allows dialogue between the marketer and consumer, ultimately leading to greater satisfaction and display of loyalty on part of the consumer. Therefore there is a need to incorporate social media as a strategic medium for marketing and monitoring of brands.

Are marketers using social media same as traditional media to meet their communication objectives? Unlike traditional media, social media thrives on user generated content and synchronous interaction. Content is published, shared and reshared, collective knowledge of the crowds is used to make judgments. What makes some content more believable than the rest? This programme gives insights into similar such questions, shares theoretical and practical understanding on how best social media can be used in the marketing function and listen to consumer sentiments.

OBJECTIVES:

- Understanding new media vis-à-vis traditional media
- Introduce tools and methods for “Social Listening”- brand monitoring and research
- Develop understanding of customer/user behavior in the digital space
- Understand the strategic role of how new media can be leveraged in business - marketing communication, reputation management and customer service.
- Understand relevance of social media across product categories

CONTENT:

- Social media landscape – categories, emerging trends, distinction from traditional media, social media tools
- Hands on session on social listening tools– brand monitoring and qualitative market research through social media
- Social media user behavior – selective theories, cyberpsychological , network-related and interface-related features influencing customer/user behavior
- Social media mix – strengths and weaknesses of various platforms and alternatives, best practices
- Influencer-led marketing, content marketing and viral marketing
- Insights into creation of optimum servicescape (service atmosphere) for e-tailing
- Social media measurement and metrics
- Other versus Marketer – product category comparison

WHO SHOULD ATTEND?

The program is designed to appeal to middle to senior level marketing professionals. Brand managers/ product managers and marketing professionals involved in consumer markets will benefit the most from this program.

32

Understanding the Dynamics of Rural Markets

Programme Directors: Prof. Divesh Kumar & Prof. Kumkum Bharti

Duration : 2 days

Dates : November 21-22, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

The union Budget with its extensive focus on rural sector is expected to give a boom to the rural economy and generate demand for products and services. Indian rural market looks extremely tempting with 70 % of 1.2 billion strong Indian population, rising education levels, increasing media exposure, better infrastructure and ever improving disposable incomes. However, there is still a vast difference between urban and rural markets; within rural markets-between regions in terms of attitude, business environment, buying behavior and purchasing pattern and capacities. Most FMCG, durable, agri-input and services marketing companies are trying to understand these social dynamics, attitude variations, need and aspirations of rural folks to harness the overwhelming numbers that stay in various small Indian villages through suitable business strategies and marketing mix offerings.

OBJECTIVES:

- To study the opportunities and challenges in rural markets
- To study and learn from the experience of efforts made towards rural and Bottom of the Pyramid (BOP) marketing by various corporations.

CONTENTS:

- Rural business environment
- Rural consumer behavior
- Marketing research issues-analyzing the rural consumer
- Designing products and services for rural markets
- Rural pricing and value offerings
- Rural distribution strategies
- Promotional tools for rural markets
- Supply chain issues in food marketing
- Rural case studies from various FMCG, durables and service industries

WHO SHOULD ATTEND?

This program is of great interest, if you are a senior management executive, entrepreneur, and marketing professional who are responsible for developing and implementing marketing strategies, both in developed and underdeveloped markets of emerging economies. It is designed for Indian domestic companies and Multinational companies seeking to penetrate further into Indian BOP and rural markets. Programme offers interactive lectures spread over two days. The participants will also be engaged in group practicum for experience based learning.

“

Live as if you were to die tomorrow. Learn as if you were to live forever.

– Mahatma Gandhi

”



Organisational Behavior & Human Resource

- Coaching & Mentoring for Personal and Professional Success
- Effective Negotiation Skills
- Employee Assessment & Effective Interviewing Skills
- Enhancing Leadership Effectiveness through outbound training
- Giving and Receiving Feedback in the Workplace
- HR for Non-HR
- Impression Management at Workplace
- Managerial Leadership and Team Building
- Problem Solving and Decision Making
- Training of Trainers

33

Coaching and Mentoring for Personal & Professional Success

Programme Director: Prof. Sanghamitra Buddhapriya

Duration : 2 days

Dates : December 8-9, 2016

Fees : Rs. 14,000 (Non-Residential)*

Rs. 24,500 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

In today's competitive business environment, good coaching and mentoring schemes are deemed a highly effective way to help people, through talking, increase self-direction, self-esteem, self-efficacy, and accomplishments. Coaching and mentoring contribute to the development of personal and functional competencies. Organisations can derive maximum benefits by meeting the growing need of the people to be guided in the work place, developing individual skill sets and achieving individual and organisational objectives. Mentors and coaches in relationship not only develop themselves but also as role models help enhance the growth and development of people around them in the organisation.

Coaching and mentoring are processes that enable both individual and corporate clients to achieve their full potential. Coaching and mentoring can inspire and empower employees, build commitment, increase productivity, grow talent, and promote success. They are now essential elements of modern managerial practices.

OBJECTIVES:

- Understand the concept and purpose of management coaching and mentoring.
- Be able to determine the use of management coaching and mentoring as a tool in human resources development.
- Understand the relationship between coaching and mentoring and organisational objectives

CONTENTS:

- Coaching, Mentoring & Managing – An Overview
- Conceptual framework of mentoring
- Coaching-Mentoring process
- Administering the mentoring schemes
- Skill sets of a good mentor
- Executive Coaching
- Competencies of a Coach
- Coaching and organisation development

WHO SHOULD ATTEND?

The programme has been designed for senior executives and managers of large public and private sector organisations, MNCs, banks, financial institutions and other organisations/institutions.

34

Effective Negotiation Skills

Programme Director: Prof. Prachi Bhatt

Duration : 3 days

Dates : September 28-30, 2016

Fees : Rs. 20,000 (Non-Residential)*

Rs. 34,000 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

People come across situations that involve winning over people and influencing them. One is faced with negotiating challenges every day whether with colleagues, customers or with friends. Critical to the success in such situations from personal to professional, small to large, daily to extraordinary, is the ability to prepare and undertake negotiation process to mutual advantage. Negotiation is one of the key business and personal skills that fuel success.

OBJECTIVES:

This training program has been designed with an aim to help participants identify one's own negotiation styles and acquire skills of effectively working through negotiations (difficult) and negotiators. It aims to instill appropriate attitudes for highly effective negotiators and develop capabilities to influence decisions in negotiation situations to forge better deals.

CONTENTS:

- Understanding Negotiation Process and Structure
- Preparation for Negotiation
- Strategies & Skills of Negotiations
- Influence in Negotiation
- Impact of culture on effective negotiation
- Complexities of negotiating in teams

WHO SHOULD ATTEND?

The programme will be useful to entrepreneurs and managers in sales, marketing, purchase and human relations functions in public and private sector. All those who conduct negotiation within or outside the organisation will benefit most from the program.

“

Everything comes to us that belongs to us if we create the capacity to receive it. - **Rabindranath Tagore**

”

35**Employee Assessment and Effective Interviewing Skills****Programme Directors:** Prof. Sanghamitra Buddhapriya & Prof. Prachi Bhatt**Duration :** 2 days**Dates :** January 9-10, 2017**Fees :** Rs. 14,000 (Non-Residential) Rs. 24,500 (Residential)
*plus Service Tax @ 15%**INTRODUCTION:**

It is a recognized and acknowledged fact that manpower is the key factor for the success of any organisation. Organisations are continuously on the search for this differentiator. In this context employee assessment has gained strategic importance. Various HR activities like recruitment, selection, job allocation, training, etc. take input from employee assessment.

While assessing employees, apart from various other methods, interviews are used as one of the time-tested methods. Interviewing is not only an art; it also requires certain specific skills. It is important for every professional to have a conceptual understanding and appreciation of skills required to conduct a successful interview. This two-day training programme provides an opportunity to professionals in understanding their own approach to interviewing and to acquire contemporary skills to do the same even more effectively.

OBJECTIVE:

The objective of the training programme is to provide a detailed understanding of employee assessment and develop skills to effectively design and conduct interviews.

CONTENTS:

- Relevance of employee assessment
- Tools and techniques used for employee assessment
- Elements of a successful interview
- Characteristics of successful interviewers
- Contemporary interviewing techniques
- Managing behavioural issues
- Creating positive impression

WHO SHOULD ATTEND?

The programme is suitable for senior and middle level managers of Public Sector, Private Sector, Multinational Organisations and Government Departments. This programme will be highly beneficial to those who wish to improve upon their Interviewing skills.

36**Enhancing Leadership Effectiveness through Outbound- based Experiential Learning Programme****Programme Director:** Prof. Subir Verma**Duration :** 4 days**Dates :** November 15-18, 2016**Venue :** Bhimtal, Uttarakhand**Fees :** Rs. 60,000 ** (Residential)
*plus Service Tax @ 15%**INTRODUCTION:**

In the present VUCA world, where every morning presents new challenges and every evening greets new inventions, Leadership is no more confined to the top echelons of the Organisations. With the Corporate World staring at the crisis of leadership like never before, the only way organisations can prepare for coming times is by grooming leaders across levels. Further, the term "Leadership" needs to be looked in holistic sense and must encompass the ability to envision the future, spotting the opportunities and leveraging them before the competition. Further, the leaders should have uncanny ability to identify strengths and weaknesses of each team-member, and must be able to guide and motivate them to pre-defined goals and objectives.

OBJECTIVES:

The objective of this 4 Day 3 Night Program is to prepare managers for taking up larger roles, and help them enhance their competencies-both at professional and personal level. This would enable them to deal with complexity, ambiguity and uncertainty- the common characteristics of present-day business environments. For organisations, it would mean ready internal talent to take up higher responsibilities and challenges.

CONTENTS:

- Understanding Self and Group
- Decoding Group Dynamics
- Developing Leadership effectiveness
 - Vision Alignment
 - Negotiation
 - Organisational Communication
- Going beyond the boundaries
- Effective Decision Making

WHO SHOULD ATTEND?

The program is suitable for Middle and Senior level Managers of Public and Private Sectors, MNCs, Banks, Financial Institutions, Government Departments and other organisations.

**Outbound Programme in Bhimtal - The fee for the participant will be Rs. 60,000/- per person for 3 Nights 4 Days (Double Sharing) including Transportation Ex* Delhi in AC Deluxe Coach/Train (starting point FORE School of Management, New Delhi)

“

There is no other teacher but your own soul. - Swami Vivekananda

”

37

Giving and Receiving Feedback
in the Workplace

Programme Director: Prof. Bishakha Majumdar

Duration : 2 days

Dates : July 19-20, 2016

Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Feedback is one of most used and most-abused form of communication in the workplace. We use feedback formally in performance appraisal, career development initiatives, and in exit interviews. We use it informally throughout our work hours – in any verbal or non-verbal interaction that takes place between us and others, whether in the boardroom, or at a client's office, or at the water cooler. This programme brings the latest in the vast field of feedback research in a corporate-friendly format, to enable managers to use the all-pervasive process of feedback to their fullest advantage.

OBJECTIVES:

- To develop an in-depth understanding of the process of feedback, when it works and when it fails, and how to use it to facilitate communication
- To develop skills to receive feedback effectively
- To develop skills to provide feedback in an assertive and effective manner

CONTENTS:

- What is Feedback
- Role of feedback in the workplace
- Theories of feedback
- Ways to give feedback effectively
- Ways to receive feedback effectively

WHO SHOULD ATTEND?

Personnel working at the managerial level.



38

HR for NON-HR

Programme Director: Prof. Subir Verma

Duration : 3 days

Dates : November 9-11, 2016

Fees : Rs. 20,000 (Non-Residential)*
Rs. 34,000 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Great organisations are distinguished by effective people management. However, effective management of human resources (HR) is not just a concern of HR professionals although it is true that is they who are responsible and accountable for the development and delivery of HR strategies and programmes. But the application of these HR policies and programmes is the responsibility of the functional and line managers. For, it is they who normally face all the people related challenges—retention of people, handling underperformance, handling grievance, indiscipline and conflicts, encouraging collaboration, motivating and enhancing performance and communicating company's policies relating to rewards, career development and opportunities. We believe that basic knowledge and better understanding of people management issues and processes would help these line managers and professionals in solving such type of problems.

OBJECTIVES:

The 3 day MDP is designed to orient non-HR professionals/managers on the intricacies of the HR function and HR challenges through equipping the participants with the know-how on People management techniques and applications. This would translate to greater efficiency in the resolution of people related issues and effectiveness in realizing organisational objectives.

CONTENTS:

- The Human Resource model and its relations with organisational value creation
- Employee sourcing, socialisation and retention
- Motivational theories and its application in People Management
- Cultural infrastructure of organisation
- Performance management—link between organisation and individual effectiveness
- Performance counselling, coaching and feedback
- Handling grievances
- Managing conflict and collaboration
- Employee engagement and managing the psychological contract

WHO SHOULD ATTEND?

Senior and middle managers and executives having more than 3 years of experience of line authority over others will find this programme useful. Managers planning a shift to HR roles or positions involving substantial people management responsibilities will also find this programme a rich learning experience. The participants can represent corporate as well as non corporate sectors including government and NGOs.

“

Education is the best friend. An educated person is respected everywhere.
Education beats the beauty and the youth. – Chanakya

”

39

Impression Management at Workplace

Programme Director: Prof. Priyanka Jaiswal
Duration : 2 days
Dates : June 27-28, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

With the increasing importance of presentation and faith in the physical observable reality, issue of impression management has acquired increasing significance. In today's world where experts are hired to create and manage images of people, it is important to study the manifestation of this projected self. It must be said that in human interactions, over the ages, and in current reality, impression management has played an important role in interpersonal interactions. Individuals need the skills to understand, use, and analyze the impression management to ensure efficiency and effectiveness at workplace and their interpersonal relationships.

OBJECTIVES:

This training program has been designed with an aim to help participants to understand the importance of impression management tactics for individual and organisational goal. It also facilitates participants to learn how to use IM tactics effectively and efficiently at work place and helps to develop skills to identify between the real and projected behavior during the decision making.

CONTENT:

- Understanding Impression management and various impression management tactics
- Impact of personality on Impression management
- Use of impression management for individual and organisational goals
- Impression management and customer relationship
- Managing individual Impression through social media

WHO SHOULD ATTEND?

The program is designed to appeal to middle to senior level professionals. It will be useful to entrepreneurs and managers in sales, marketing, and human relations functions in public and private sector. All those who are in people and relationship management within or outside the organisation will benefit most from the program.

40

Managerial Leadership and Team Building

Programme Director: Prof. Sanghamitra Buddhapriya
Duration : 2 days
Dates : October 13-14, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Leaders play an important role in bringing organizational success in a highly competitive business environment. However, leadership development continues to be one of the most challenging and intriguing issues facing organizations. These days organizations need leaders who can set vision for the organization and transform it with a view to achieve high performance and provide opportunity for personal success. In other words, leaders can build high performance organizations.

Team building is an integral part of managerial leadership. The effectiveness of a leader depends on his followers. The more productive the followers are, the more effective the leader is. Therefore, a leader has to devote a good deal of his time in building his team and developing team members. He needs to understand the dynamics of group behavior and use the same to boost employees' productivity and increase business results. A leader also engages his people in decision making and implementation by using different methods depending upon task and team member characteristics.

The programme is focused on the role of team building and leadership in making an organization effective. It is important to understand the dynamics of team work for achieving the goals of the organization. The leadership skills in developing and communicating the vision throughout the organization have assumed high importance in the highly competitive environment now.

OBJECTIVES:

The programme has been designed to:

- provide an insight into team building and leadership skills through conceptual and experiential learning sessions
- help assessing the gap between self perception and group perception regarding their team working
- develop a plan of action for improving team building and leadership skills

CONTENTS

- Team Leadership competencies
- The Role of a Team Leader
- High Performing Teams
- Leader-follower-situation interaction
- Building effective Teams through Leaders
- Decision making in teams
- Resolving conflict

WHO SHOULD ATTEND?

The programme is suitable for senior and middle level managers of public and private sector organizations, MNCs, banks, financial institutions, Government Departments and other organizations/institutions.

“

We can do no great things, only small things with great love. - Mother Teresa

”

41

Problem Solving and Decision Making

Programme Directors: Prof. Sanghamitra Buddhapriya & Prof. Neeraj Kumar

Duration : 2 days

Dates : September 19-20, 2016

Fees : Rs. 14,000 (Non-Residential)* Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Managers are often required to take critical decisions while operating in an atmosphere of change and uncertainty which adds to the complexity of problems they encounter on day-to-day basis. They have no other choice but to ensure that they take high-quality decisions to resolve the problems and boost business performance. They are expected to make good conscious decisions consistently, with clarity and confidence. Problem solving and decision making ability help the managers to develop ideas and to disaggregate issues, weigh different alternatives and their outcomes and evolve conclusive blueprint for action.

This programme provides the skills and techniques for solving problems effectively and taking effective and high-quality decisions. It will help participants build their competences by learning how to isolate the problems, analyze them, generate options and evaluate the tradeoffs through various problem-solving and decision making tools.

OBJECTIVES:

The programme aims at helping participants build problem solving and decision making skills.

The programme will enable the participants to:

- Understand the problem solving and decision making process in organisations
- Appreciate different perspectives of the problems, related decisions and their implications
- Identify and overcome the barriers in the decision-making process
- Learn proven problem solving and decision making tools and techniques

CONTENTS:

- Problem solving and decision making process
- Analytical frameworks for framing problems and weighing alternatives
- Problem solving tools and techniques
- Enhancing decision making skills
- Dynamics of group decision making
- Techniques for group creative problem solving
- Leading the decision making process, building collaboration with multiple stakeholders

WHO SHOULD ATTEND?

The programme is aimed at middle level managers with responsibilities for problem solving and decision making.

42

Training of Trainers

Programme Director: Prof. Neeraj Kumar

Duration : 3 days

Dates : August 22-24, 2016

Fees : Rs. 20,000 (Non-Residential)*
Rs. 34,000 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

In the present era of globalisation, competitive pressures are intensifying and organisations are under tremendous pressure to enhance their performance. Core competencies and expertise give the organisations an edge over their competitors and training plays a pivotal role in developing and strengthening these competencies. Modern organisations are spending almost 4 to 5% of their annual gross turnover on training with an objective of providing the latest skills, knowledge and a global outlook. Some statistics indicate that every dollar spent on training delivers thirty dollars in productivity gains within three years.

No one doubts the positive contribution of training yet the benefits from training is a question mark in many organisations. The training apparatus and its sustenance costs have multiplied over the years. Nevertheless benefits accruing from training are still suspect in the minds of many. How to make the training really result oriented and how to reposition the training and development function as the strategic business partner is a question that torments every training head.

The answer lies in integration of training objectives, policies with the business plan of the organisation. The HRD professionals and training specialist have to handle training like any other business function and equip themselves with competencies of systematically planning and executing training and development interventions for enhancing effectiveness of the training.

OBJECTIVES:

The three-day programme is designed to equip the HRD professionals and line managers with necessary knowledge and skills to enable them to effectively plan, design and manage staff learning and development function with a view to enhance employee and organisational productivity.

CONTENTS:

- Overview of current and emerging organisation context of training and development
- Systematic Approach to training
- Assessment of Training and Development Needs
- Designing a Learning Module
- Selection of appropriate Training Methods
- Planning & Implementing Training and Development
- Transfer of Learning
- Evaluating the Training effectiveness
- Devising training strategy in alignment with organisational strategy
- Creation and management of learning culture at work place

WHO SHOULD ATTEND?

Trainers, Training Managers, Faculty of B-Schools, HR Managers, Line Managers, Executives/ Managers from all functional disciplines.

“

To succeed in your mission, you must have single-minded devotion to your goal.

- A.P.J. Abdul Kalam

”



Quantitative Techniques & Operations

- **Advanced Excel Training**
- **Decision Making Techniques for Managers**
- **Effective Purchasing Skills**
- **Effective Supply Chain Management**
- **Healthcare Analytics in the age of Big Data**
- **Project Management**
- **Strategic Enterprises Risk Management**
- **Strategy Planning/Deployment Using Balanced Scorecards**
- **Total Quality Management**
- **Understanding the after Sales Spares Management**

43

Advanced Excel Training

Programme Director: Prof. Sumeet Kaur
Duration : 3 days
Dates : January 4-6, 2017
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

For many people, Microsoft Excel is the technology upon which they rely on a daily basis, covering a multitude of workplace applications. You can use Excel to access, process, analyze, share, and display the information with which you work. Applications for Microsoft Excel have expanded far beyond the accounting and finance departments, to include users in virtually every aspect of business operations.

OBJECTIVES:

Excel 2013 advanced training, is much more than a quick way to add up numbers. The three day training will prepare you from basic to advanced features. By the conclusion, you will master the advanced features and functions of this software.

CONTENTS:

- Microsoft Excel 2013
1. Pivot Tables
 2. Charts
 3. Sorting Data
 4. Filtering and Removing duplicates
 5. Tables, Advance Tables
 6. The IF function: what it is, and how to use it
 7. Three dimensional formula
 8. COUNTIF, COUNTIFS, COUNTA COUNTBLANK Function
 9. SUMIF, AVERAGEIF, SUMIFS, AVERAGEIFS Function
 10. Understanding data with conditional formatting
 11. Creating subtotals
 12. Text Functions
 13. Match and Index Functions
 14. Date Functions
 15. VLookup, HLookup: what it is and how to use it
 16. Working with multiple worksheets
 17. Text to table
 18. Using solver
 19. Goal seek command
 20. Sensitivity Analysis
 21. Tracking and Reviewing Changes
 22. Passwords & Security Issues
 23. Hyperlinks & Importing Text Files

WHO SHOULD ATTEND?

All analysts, decision makers and managers who would like to improve the ability of using Excel for taking decision under uncertainty.

44

Decision Making Techniques for Managers

Programme Director: Prof. Hitesh Arora
Duration : 2 days
Dates : December 22-23, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Managers face decision making situations subject to various restrictions placed on them. The dynamic operating environment makes decision-making complex. Intuition and guess work, generally used by managers, are insufficient in solving complex problems.

Decision making techniques encompass a logical, systematic and scientific approach to business problem solving. They help managers take better decisions and have been credited with increasing efficiency and productivity of business firms.

OBJECTIVES:

This MDP offers a broad spectrum of knowledge of the mechanics of Decision Making Techniques and the types of problems to which these techniques can be applied. In particular, objectives of the MDP are to:

- expose the participants to a variety of business problems that can be solved successfully using Decision Making Techniques;
- equip the participants with the necessary skills needed for solving decision making problems using computer aided tools (Excel Spreadsheet);
- demonstrate various softwares for solving real world problems.

CONTENTS:

- Essentials of Decision Making Techniques (Optimisation)
- Assignment Model (Travelling Salesmen Problem)
- Transportation Model (Routing Problem)
- Markov Chains (Brand Switching and Market Share Problem)
- Zero Sum Game Strategies
- Decision Tree Analysis
- Simulation (Demand Prediction and Inventory Management)

WHO SHOULD ATTEND?

Managers at all levels involved in Decision Making and having knowledge of basic mathematics and MS-Excel will be an added advantage.

“

A journey of a thousand miles begins with a single step.

- Lao Tzu

”

45

Effective Purchasing Skills

Programme Director: Prof. Mohita G. Sharma
Duration : 2 days
Dates : July 14-15, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Effective purchasing is important for any enterprise – manufacturing or service, public or private. Over the last few decades, the nature of this function has radically changed from just buying cheap to procuring right. From being just a support function it has matured into a profit centre that plays a strategic role in achievement of organisational objectives.

With this backdrop, we at FORE have specially designed this two-day programme to highlight the changed role of the procurement function in the modern operations and the immense potential Right Purchasing offers to the enterprise in improving its operational performance. Purchasing today is not just a support activity but binds together all the organs of the enterprise namely manufacturing, operations, services, finance, stores besides the suppliers and customers.

OBJECTIVES:

To understand the changing role of purchase function

- To learn the contemporary tools related to the procurement function
- To appreciate that purchasing today is a strategic management tool
- To be able to measure the effectiveness of the existing purchase function

CONTENTS:

- Purchasing – A Profession in transition
- Purchasing Organisation
- Source identification, development and evaluation
- Reverse auction and e-purchasing
- International procurement
- Contract management
- Purchasing – A Profit Centre

WHO SHOULD ATTEND?

Decision makers, Senior and Middle level managers from cross-functional areas would benefit from this programme.

46

Effective Supply Chain Management

Programme Directors: Prof. Mohita G. Sharma & Prof. Vikas Chandra
Duration : 3 days
Dates : October 5-7, 2016
Fees : Rs. 20,000 (Non-Residential)*
Rs. 34,000 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Globalisation has eroded the bottom lines of companies used to operating in protected economies and brought into focus the importance of effective supply chains to ensure survival, continued profitability and growth. Tomorrow's business will compete not only on individual effectiveness but the battle would be between the rival supply chains.

With this backdrop, we at FORE have specially designed this three-days programme to help the decision makers understand the strategic importance of supply chain and appreciate the immense potential offered by it to boost organisational profitability. Supply chain here has been projected as a binding force between all other management functions namely manufacturing, marketing, finance, information systems and HRD.

OBJECTIVES:

The programme has been designed to:

- explain the nature and meaning of supply chain
- uncover the profit enhancing potential of supply chain
- project supply chain management as a strategic management tool
- train the participants in techniques of measuring the effectiveness of their existing supply chain

CONTENTS:

- Supply Chain Management – its meaning and role
- Measuring the Supply Chain Costs
- Knowing the Right Supply Chain for your product
- Integrating the Lean and Agile paradigms in a Supply Chain
- Green and Transparent Supply Chains
- Reverse Logistics in a Supply Chain
- Global Business and Supply Chain Management - Role of Outsourcing
- Managing Financial Supply Chain
- Role of Information Technology in Supply Chain Management

WHO SHOULD ATTEND?

Decision makers, Senior and Middle level managers from cross-functional areas would benefit from this programme.

“

Money is like manure. It stinks when you pile it;
it grows when you spread it. – JRD Tata

”

47

Healthcare Analytics in the age of Big Data

Programme Directors: Prof. Hitesh Arora & Prof. Ashok Kumar Harnal
Duration : 3 days
Dates : August 10-12, 2016
Fees : Rs. 20,000 (Non-Residential)*
 Rs. 34,000 (Residential)*
 *plus Service Tax @ 15%

INTRODUCTION:

The increased adoption of electronic medical record systems has generated huge amount of data which can be used to measure healthcare delivery standards and improve patient outcomes. Healthcare analytics enhances understanding of data and is vital for healthcare institutions to remain effective in their healthcare delivery. It refers to the use of data, information technology, statistical analysis and mathematical or computer-based models to help managers gain improved insights about their healthcare operations and make better decisions. Health care analytics can broadly be divided into three parts:

Descriptive analytics: Providing simple summaries about the sample and about the observations that have been made.

Predictive Analytics: It is an area of statistical/predictive analysis that deals with extracting information from data and using it to predict future trends and behavioral patterns.

Prescriptive Analytics: Prescriptive Analytics not only anticipates what will happen and when it will happen, but also why it will happen.

OBJECTIVES:

The course is designed to provide in-depth knowledge of Business Analytics tools among participants that can be used for fact based decision making with emphasis on healthcare systems. At the end of the course the participants will be able to:

- Apply analytics for strategic and operational decision making in healthcare services
- Analyze data using statistical techniques and understand relationships between the underlying business processes of an organisation.
- Use decision making tools/Operations Research techniques.
- Use advanced analytical and machine learning tools to analyze complex problems under uncertainty.
- Manage business processes using analytical and management tools.

CONTENTS:

In this Management Development Program (MDP) we focus on Descriptive and Predictive Analytics. The following are the contents of the MDP:

1. Apply analytics for strategic and operational decision making in healthcare services
2. Analyze data using statistical techniques and understand relationships.
3. Visualize health-care data for effective decision making
4. Use Predictive Analytics modeling tools such as decision-trees, neural-networks and others for making health-related predictions.
5. R and its Graphical User Interface, RStudio will be our principal tools. Participants to the program will be imparted basic to advanced skills in using R/RStudio.

WHO SHOULD ATTEND?

The programme will be beneficial to managers of healthcare systems, data scientists, statisticians, healthcare policy makers, medical practitioners, health analysts, doctors, health insurance managers, consultants and allied healthcare service providers whether in Government, public-sectors or in private sectors. The program will also be advantageous to professionals in pharmaceutical industry.

48

Project Management

Programme Director: Prof. Nikunj Jain
Duration : 2 days
Dates : June 29-30, 2016
Fees : Rs. 14,000 (Non-Residential)*
 Rs. 24,500 (Residential)*
 *plus Service Tax @ 15%

INTRODUCTION:

Complex, technically demanding projects in terms of scope, technologies and regulatory requirements are generally delivered to customers through contractual arrangements involving clients, project management consultants, contractors and sub-contractors. Since these projects are developed in an increasingly challenging environment, a solid understanding of the tendering/contracting process is critical for proper management of projects. The various phases of project management cycle are: project formulation, negotiation, design, documentation, implementation, tracking, monitoring, control and closure.

Many of the projects have failed not due to lack of technical expertise but due to inaccuracies, ambiguities or inconsistencies in the design of project and coordination failure by the team leaders and managers. Understanding the legal underpinnings of projects and managing risks to both technical and contractual delivery is critical to success. Effective project planning, monitoring and control can reduce costs, minimize risks and ensure timely completion of the project. This course is designed to impart necessary skills in managing small and large projects (e.g. turnkey and lump-sum turnkey projects) in different domains like construction, infrastructure, power plants, irrigation, industry, etc.

OBJECTIVES:

The objective of the program is to acquaint the participants with practical, in-depth guidance for carrying out vital responsibilities of project management and handling uncertainties that typically arise during the life of the project. This course exposes participants with various effective approaches for analyzing project initiation, project planning, project execution and smooth project termination along with behavioral aspects of project management.

CONTENTS:

- Project Portfolio Management System
- Scheduling, Concepts, Network Techniques (CPM/PERT)
- Resource Allocation, Project Budgeting, Cost versus Time Trade-Off Analysis
- Project Management Information Systems
- Contract Management
- Project Risk Management
- Leadership: Being an Effective Project Manager
- Managing Project Teams, Managing Conflicts and the Art of Negotiation
- Critical Chain Project Management

WHO SHOULD ATTEND?

Decision makers, senior and middle level managers involved in planning, implementing and monitoring of projects in power plants, refinery sectors, infrastructural sectors, technology, etc. would benefit from this program.

“ The fragrance of flowers spreads only in the direction of the wind.
 But the goodness of a person spreads in all direction. – Chanakya ”

49

Strategic Enterprises Risk Management

Programme Director: Prof. Vikas Chandra
Duration : 2 days
Dates : January 30-31, 2017
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Financial Risk and its management has been a long standing field in management, but the experience of the last two decades has shown that BUSINESS and OPERATIONAL RISK is an important emerging challenge which requires an equal response from all levels of management, especially in the 21st century. As the pace of environmental change quickens and fast paced changes take place in society and technology, systems and processes are needed which monitor, evaluate and respond to such changes in real time to ensure the survival and success of organisations? This programme is designed to equip executives with the orientation, tools and techniques which enable them to handle changes which impact the success and survivability of their organisations.

OBJECTIVES:

The programme will introduce participants to the basic concepts of Enterprise Risk Management (ERM) and the several international standards developed for the field. Possible roadmaps for implementation will also be discussed.

CONTENTS:

The programme will focus on the following issues:

- Basic concepts of risk management
- Risk identification
- Risk evaluation
- Risk mitigation
- International standards ISO31000, COSO
- Roadmap for implementing ERM.

WHO SHOULD ATTEND?

This programme will be useful to mid and senior level executives from all functions and all types of organisations. Top managers planning to implement Risk Management in their organisations as a result of the provisions of the new Companies Act will also find the programme very useful.

50

Strategy Planning/Deployment Using Balanced Scorecards

Programme Director: Prof. Vikas Chandra
Duration : 2 days
Dates : June 16-17, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Great strategy is great, but effective strategy implementation is the key to superior business performance.

The Balanced Scorecard is a powerful concept and tool applicable to many management problems. It is especially useful in Strategic Management, both in conceptualizing/testing proposed strategies and its deployment / implementation throughout the organisation. It is also a great performance management tool, helping to improve the many issues which beset this area. It is especially useful for small and medium sized businesses who wish to improve their performance in terms of revenue and profit growth and deliver better value to their customers and shareholders.

OBJECTIVES:

The program aims to:

- Provide an introduction to the concepts of strategic planning
- Introduction to the concept of Balanced Scorecards
- Introduction to the concept of Strategy Mapping and Maps
- Conceptualizing/Testing proposed strategies
- Brief exposure to strategic implementation and change management
- Deployment/Implementation concepts
- Strategic Control and performance management.

These topics will be seamlessly woven with the Balanced Scorecard concept to provide a proven template for use by an interested organisation.

CONTENTS:

The broad contents are described in the objectives itself. The program seeks to introduce the audience to both theoretical concepts as well as practical, implementable tools and templates for a serious implementation effort.

WHO SHOULD ATTEND?

The Balanced Scorecard(BSC) is a vital tool of modern management and all executive/managers must know and understand this revolutionary technique, whatever their level or function in any kind of organisation.

This program will be useful for CEO's, senior functional managers, Heads of SME's, desirous of improving strategic deployment/implementation in their companies. The program will also be of great interest to middle and senior level managers of large, medium or small private/public sector organisations already implementing or planning to implement the balanced scorecard concept in their organisations.

“

Impossible is a word to be found only in the dictionary of fools. – Unknown

”

51

Total Quality Management

Programme Director: Prof. Mohita G. Sharma
Duration : 2 days
Dates : February 2-3, 2017
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

Total Quality Management (TQM) is a participative, systematic approach to planning and implementing a continuous organisational improvement process. Its approach is focused on satisfying customers' expectations, identifying problems, building commitment, and promoting open decision-making among workers. It is a combination of quality and management tools aimed at increasing business and reducing losses due to wasteful practices. Although originally applied to manufacturing operations, and for a number of years only used in that area, TQM is now becoming recognized as a generic management tool, just as applicable in service and public sector organisations.

OBJECTIVE:

Quality is a key ingredient for business success. The objective of the programme is to equip the participants with the concepts of TQM and various tools and techniques that are required for successful implementation of TQM in their organisations.

CONTENTS:

- Dimensions of Quality
- Deming's 14 points for Management
- Role of TQM in Implementing JIT/Lean Methodologies
- Statistical Process Control (using appropriate software tools)
- Robust Design and Taguchi Method
- Reliability & FMEA
- Quality Function Deployment

WHO SHOULD ATTEND?

This programme is intended for business executives and senior managers in manufacturing and service sectors who require an in-depth understanding of quality management concepts and techniques as they have to initiate the process of achieving superior quality in the long run for their organisations.

52

Understanding the After Sales Spares Management

Programme Director: Prof. Mohita G. Sharma
Duration : 2 days
Dates : September 26-27, 2016
Fees : Rs. 14,000 (Non-Residential)*
Rs. 24,500 (Residential)*
*plus Service Tax @ 15%

INTRODUCTION:

In most capital intensive industries - automotive, consumer electronics, home appliances - the aftermarket is huge. Managing the aftermarket is much more difficult than the regular manufacture of products because of the uncertainties involved. It is said "Matching rivals in product performance and price only gets you in the game. The aftermarket prowess wins you the game."

With this backdrop, we at FORE have specially designed this two-day programme to highlight the changed role of the aftermarket service function in the modern operations and the immense potential. Aftermarket today is not just a support activity but forms the basis of competitive advantage.

OBJECTIVES:

- To understand the changing role of after sales function
- To learn the contemporary tools to tackle the aftermarket challenges
- To appreciate that aftermarket is a tool for competitive advantage
- To be able to measure the efficacy of this function

CONTENTS:

Aftermarket - Why?

- Understanding Spares Management
- Understanding the Service
- Understanding Service Contracts
- Efficacy of Contracts
- Strategy

WHO SHOULD ATTEND?

Decision makers, Senior and Middle level managers from cross-functional areas would benefit from this programme.

“ Do not dwell in the past, do not dream of the future, concentrate the mind on the present moment – Gautam Buddha ”



Strategic Management

- Advanced Management Programme
- Doing Business in India
- Understanding and Deploying Strategist's
Tool-Kit for Effective Business Performance

53**Advanced Management Programme**

Programme Director: Prof. A.K. Puri
Duration : 3 days
Dates : December 19-21, 2016
Fees : Rs. 20,000 (Non-Residential)*
 Rs. 34,000 (Residential)*
 *plus Service Tax @ 15%

INTRODUCTION & OBJECTIVES:

Globalisation of business has ushered in newer challenges. It has thrown new opportunities and prospects for entrepreneurs and professional managers. Never before managers in an organisation have been under pressure to perform. Growth and sustenance in the emerging scenario require constant up gradation of management skills. Practicing managers in public and private sectors require an update on practices and conceptual knowledge in emerging scenario. The programme aims to provide an update on latest management issues and equip participants with skill creating capabilities to usher in a new era of opportunity and growth for their organisation.

CONTENTS:

The programme will focus on building competencies and providing an insight into issues of strategic importance in the emerging business scenario. Participants will have inputs in major functional areas and integration through the strategic application of concepts and decision analysis parameters.

- Current Indian and Global Business Environment
- Management of Finance and Cost Control
- Strategic Issues in Marketing
- Creating Competitive Advantage
- Environment Management
- Corporate Social Responsibility
- Strategic Issues in Global Business

WHO SHOULD ATTEND?

- CEOs, General Managers, Entrepreneurs, Owners
- Practicing Managers in Top and Senior Levels
- Practicing Management Consultants and Professionals
- Middle Managers to be assigned senior responsibilities
- MBAs, CAs, Cost Accountants and Company Secretaries
- Aspiring Entrepreneurs

54**Doing Business in India**

Programme Directors: Prof. Mohit Anand & Prof. Savita Gautam
Duration : 2 days
Dates : August 11-12, 2016
Fees : Rs. 14,000 (Non-Residential)*
 Rs. 24,500 (Residential)*
 *plus Service Tax @ 15%

INTRODUCTION:

India - an ancient civilisation and home to one-sixth of the world is going through an unprecedented economic growth that is drawing the world's attention. Understanding of business environment in a large emerging market like India is no longer an option but a management necessity for foreign multinationals as a source for further growth and their managers who will work for, or in India. Entering Indian market is no longer a question of whether, but rather about how and when? This invites the need for in-depth understanding of the Indian business environment and the market dynamics that shapes its present and future.

This MDP focuses on the doing business in the Indian context. It will introduce the participants to the socio-economic changes that have occurred in the Indian economy and its business landscape over the past 20 years that have catapulted it from a closed economy to become one of the fastest growing emerging markets. We will look at the political decisions that have underpinned these changes, the place of India in the global economy and the implications of its growth for the Indian society and for the rest of the world. The programme will touch upon various issues related to Indian economy, society, culture, politics, that affects the Indian business environment.

OBJECTIVES:

The key objective is to relate to and know the 'Indian mindset and psychic' that has its imprint on the Indian business environment. The programme therefore aims to achieve the following objective:

- Lending deep understanding of the Indian business environment
- Assessing trade policy, regulatory and investment climate
- Identifying key opportunities and challenges of doing business in India
- Grasping knowledge on the 'Indian way' of business, life and thinking

Keeping the essence of the programme in mind, it will comprise of a compact group size of maximum 20 participants so as to respond to individuals query effectively. The idea is to inculcate interaction, along with Q&A, cross-comparison between India and other markets (based on participants home

“

We owe a lot to the Indians, who taught us how to count,
 without which no worthwhile scientific discovery could have been made.

– Albert Einstein

”

market) to further highlight the differences and suggestions in the form of a 'Survival Kit' (on professional and personal level) that equips participants on how to understand and develop ability to bridge differences while doing business in and living in this dynamic, multifaceted yet complex country.

CONTENTS:

The programme will have modules dedicated to particular themes on doing business in India that will fall under the following three broad themes:

(I) Discussing the key antecedents to doing business in the Indian context such as:

- Economic growth – challenges and opportunities
- Political and regulatory framework – ongoing public policy changes
- Innovation and technology – Indian frugality and jugaad !

(II) The Changes in the Regulatory Environment of the Trade policy. The shift from controls to facilitation. Key issues in the trade policy and its compatibility with the World Trade Organisation (WTO) norms. Present regulatory and the Investment scenario

(III) Focus sessions on socio, cultural, philosophical themes that aims to provide understanding on the 'Indian way of life, business and thinking'.

(IV) Specific modules discussing contentious issues such as: urban-rural gap, corruption, poverty reduction, bureaucracy etc.

Owing to the nature of this MDP, it can be further refined and tailor-made according to a particular industry or sector depending on and relevant to the needs of the participants.

WHO SHOULD ATTEND?

This MDP is at best suited for senior to middle managers of foreign multinationals who have and or desirous to enter this market and want to have a hands on knowledge about doing business in India. It is also fits perfectly for expatriates, officials working and positioned in International agencies, and economic attaches of embassies. It can be delivered at the premises of the participants or at the Fore School's campus in South Delhi.



“ So far as I am able to judge, nothing has been left undone, either by man or nature, to make India the most extraordinary country that the sun visits on his rounds. Nothing seems to have been forgotten, nothing overlooked. – Mark Twain ”

Programme Directors: Prof. Anil Kumar & Prof. Muqbil Burhan

Duration : 2 days

Dates : November 3-4, 2016

Fees : Rs. 14,000 (Non-Residential)*

Rs. 24,500 (Residential)*

*plus Service Tax @ 15%

INTRODUCTION:

In an increasingly competitive business environment, the ability to spot and seize new opportunities, to plot a path of successful growth for an organisation, and to use resources effectively and efficiently, becomes paramount. As many business practitioners will attest, strategy tools can be very useful in helping managers analyze, choose and implement organisational strategy. Managers have a number of management tools at their disposal to help meet the challenges that they face. Among these are tools for dealing with strategy analysis, choice and implementation. The challenge for managers is to understand which of these tools to use, how many to use, and when to use them. Research also shows that the use of a greater variety of strategy tools is linked to increased education and training, as well as career progression and greater work experience.

OBJECTIVES:

The programme will enable participants to learn and actively and critically apply business strategy concepts to diagnose, manage, design and change commonly faced challenges by organisations. Therefore it will lead to;

- Understand which frameworks and tools to utilize for internal and external analyses.
- Ability to apply concepts and frameworks to business cases and real-life organisations.
- Ability to analyze an organisation's resources and capabilities.

By the end of the course participants will be able to:

- Understand the complexity of an organisations environment in terms of strategic concepts and frameworks
- Recognize the implications of strategic decisions on an organisation's future opportunities and competition
- Gain insight into key skills and analytical frameworks for effective strategic insights
- Develop key skills in managing projects and delivering superior value

CONTENTS:

The MDP will focus on variety of frameworks and tools for effective strategic insights, some tools which will constitute the central theme during the programme will be;

- Strategy as value game plan
- Environment analysis frameworks
- Tools for market and portfolio analysis
- Industry analysis frameworks and tools
- Strategy implementation framework and tools
- Value chain analysis & mapping value configurations
- Early warning scans & War gaming
- Scenarios and developing Maverick Strategies

WHO SHOULD ATTEND?

- Front line and Mid level executives in Corporate Planning and functional area;
- Business analysts & consultants; and
- Academic professionals with interest in understanding market, competitor and industry analysis.

Profile of Programme Directors

Faculty at FORE*

- Dr. Jitendra Das
- Prof. A.K.Puri
- Prof. Alok Kumar
- Prof. Ambrish Gupta
- Prof. Anil Kumar Singh
- Prof. Anita Tripathy Lal
- Prof. Anupum Narula
- Prof. Ashok Kr. Harnal
- Prof. Asif Zameer
- Prof. Basant K. Potnuru
- Prof. Bhalender Singh Nayyar
- Prof. Bishakha Majumdar
- Prof. Divesh Kumar
- Prof. Faisal Ahmed **
- Prof. Freda J. Swaminathan
- Prof. Himanshu Joshi
- Prof. Hitesh Arora
- Prof. Kanhaiya Singh
- Prof. Kumkum Bharti
- Prof. Mohit Anand
- Prof. Mohita G.Sharma
- Prof. Muqbil Burhan
- Prof. Neeraj Kumar
- Prof. Neetu Jain **
- Prof. Nikunj Kumar Jain
- Prof. Payal S. Kapoor
- Prof. Prachi Bhatt
- Prof. Priyanka Jaisawal
- Prof. Rajneesh Chauhan
- Prof. Rakhi Tripathi
- Prof. Raman Sethi
- Prof. Ravikesh Srivastava **
- Prof. Reeta Raina
- Prof. Sanghamitra Buddhapriya
- Prof. Savita Gautam
- Prof. Shallini Taneja
- Prof. Shilpi Jain
- Prof. Sriparna Basu
- Prof. Subhasis Bera
- Prof. Subir Verma
- Prof. Sumeet Kaur
- Prof. Vandana Gupta
- Prof. Vikas Chandra
- Prof. Vinay Dutta

*As on January 31, 2016 **On Leave

For detailed faculty profile log on to www.fsm.ac.in/faculty.php



Dr. Jitendra Das, Director, FORE School of Management has been a Professor of Marketing and the founder Dean (Noida Campus) of the IIM Lucknow. With a B.Tech. and M.Tech. both from the IIT Delhi, and a doctorate from the University of Toronto, he has to his credit many national and international publications. He has a wide-ranging experience in industry in the development of customer interface and sales systems at WIPRO.

He has been a consultant to the World Bank, IDRC (Canada), GWB (for GTZ Germany), Coal India Ltd., GlobeCast India (a division of France Telecom), various ministries of the Government of India, etc., and member of a few policy committees of the Government of India. In academics he has been associated with teaching at IIM Ahmedabad, Kozhikode and Lucknow, and at Danube Business School, Danube University Krems, Austria. He has organized National Conferences and Management Development Programs, and has addressed distinguished gatherings at national and international forums. Through research initiatives he actively contributes to the body of knowledge in the marketing area, particularly in the Customer Relationship Management area. He can be reached at <j.das@fsm.ac.in>.



Prof. A.K. Puri is Professor (Finance) at FORE School of Management, New Delhi. He has been Director General at Institute of Technology and Science (ITS), Mohan Nagar Ghaziabad and Fortune Institute of International Business, New Delhi. With over 26 years of academic experience at IMT, Ghaziabad, FORE School of Management, New Delhi. He has corporate experience of 14 years as Bank executive. He has been awarded

Best Professor in Financial Management by Asia's Best B-School Awards for Academic Excellence and Best Management Educator Award by World Management Congress. He is Ph.D. and MBA from Faculty of Management Studies (FMS), Delhi University, Diploma in Corporate Laws & Secretarial Practice from Indian Law Institute (constituted by Supreme Court of India), Certified Associate of Indian Institute of Bankers (CAIIB) and M.Sc. from Delhi University. He has been visiting faculty at Indian Institute of Management, Lucknow, Kathmandu School of Management, Nepal and STI, Yangon, Myanmar, to name a few institutions. Prof. Puri has conducted a large number of open and in-company training programmes for executives of private, public and government sectors. He has academic interest and expertise in International Finance, Entrepreneurship Development, International Business Strategy, Management of Insurance, Management of Banking, Financial Services, Security Analysis and Portfolio Management, Derivatives and Risk Management. He can be reached at: <akpuri@fsm.ac.in>.



Prof. Alok Kumar is working as an Assistant Professor in the area of Quantitative Techniques and Operations at FORE School of Management, New Delhi. He is a graduate in Mathematics (Hons.) from University of Delhi and a Post Graduate in Operational Research from Department of Operational Research, University

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Put your heart, mind, intellect, and soul even to your smallest acts.

This is the secret of success.

- Sivananda Saraswati

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of Delhi. He has also been awarded Ph.D degree in Operational Research in the area of Inventory Management at University of Delhi. His area of research interest is developing mathematical models in the field of inventory management and has published numerous research papers in refereed journals of national and international repute in the field of developing models for integration of innovation diffusion theory with Inventory Management. He has several years of teaching and research experience. Prior to FORE he has taught several papers in the area of business management such as Business Statistics, Operations Research, Business Research Methods and Operations Management in different management colleges. There are 15 articles which have been published (accepted for publication) in international Journals of high repute, several articles are published in conference proceedings, numerous articles are published as book chapters, 3 articles are published as working papers and few articles have been communicated in different international journals of high repute. He can be reached at : alok@fsm.ac.in.



Prof. Anil Kumar Singh, Associate Professor - Strategic Management Prof. Singh, with an experience of around 23 years is a Ph.D from University of Lucknow.

His seven years were spent in industry (Pharmaceuticals and Flexible Packaging) and from December 1999 got full time involved in teaching at master's level as vivid, passionate teacher and researcher. Has attended eight

management teachers programme (MTPs) under the aegis of Strategic Management Forum (SMF) from various IIMs. He has also successfully completed six months course on Small Industrial Enterprise Management course from IIT Kanpur and is also a certified assessor from Joint Accreditation system of Australia and New Zealand (JAS ANZ).

He has to his credit as co author two edited books one each on Talent Management (Atlantic Publishers; ISBN 978-81-269-1265-0) and Knowledge Management Excel India Publishers (ISBN 93-80043-20-1). Apart from participating in a number of national and international conferences, he has to his credit 16 publications in various national and international journals. His ongoing research is in the area of dynamic capabilities, organizational fitness and resilience focusing on key shaping and sensing attributes like learning and absorptive capabilities, knowledge management architecture and change capabilities. He can be reached at anil.singh@fsm.ac.in.



Prof. Anita Tripathy Lal: Dr. Lal is Professor at FORE School of Management, New Delhi. Her expertise lies in the areas of Business Communication, Leadership & Entrepreneurship. She is a PhD from IIT Kanpur and has about 20 years of work experience in the areas of teaching, training and research. She also has the experience of teaching for three years as visiting faculty at IIT Delhi and IIT Kanpur. She has been a part-time

consultant for two years to NTPC's World Bank funded projects on Environmental Impact Assessment. She has also conducted number of MDPs and workshops in the areas of 'interpersonal relationship, communication & presentation skills, assertiveness, positive attitude, leadership, entrepreneurial competencies, opportunity evaluation and business model & plan'. She has keen interest in personality development and research related activities. She has national and international research papers in the areas of Business Communication and Entrepreneurship. At FORE, she is also the Area Chair of the

Business Communication Area and the Head for Centre for Entrepreneurship Development. In 2012, she received certification on 'Mentor Development Program for Entrepreneurs' jointly from London Business School and National Entrepreneurship Network. Being a certified mentor she has been successfully mentoring entrepreneurs. Her passion though, remains Student Start-ups. She has been felicitated by TIE New Delhi for her contribution as a Mentor to the TIE Young Entrepreneurs (TYE 2014-15). She is also on the 'Mentoring Board' of IIT Kanpur Entrepreneurship Cell. Dr. Lal is able to create an ideal blend of Leadership, Entrepreneurship and Communication in her training programs, few of the most potential skills critical to creating success stories for Organisations in today's uncertain times. She can be reached at: <anita@fsm.ac.in>.



Prof. Anupam Narula, (Faculty of Marketing). Prof. Narula is M.A. (Eco), PGDBM (Marketing) and Ph.D (Eco) and brings with him more than 18 years of rich experience in teaching, research and industry. He is silver Medalist in PGDBM. He was Area Chairman Marketing at FORE from 2012-2014. He was also Professor-in-Charge Alumni Relations at FORE for 4 years from 2011-2015.

Prior to joining FORE, he successfully held various administrative & academic responsibilities as Director, Dean, Officiating HOD, Founder and Coordinator for many new Management Education programs. He had undertaken various institutional building activities with premier and upcoming B-Schools in National Capital Region.

He has presented papers in various reputed international and national conferences and published research papers and articles in reputed journals, magazines and edited books. He has travelled extensively in U.S.A, Singapore, Italy, China, Malaysia, Vietnam, Thailand & Uzbekistan as part of his research work. He is on the Editorial review board of two international and three national refereed journals. He has been invited as external expert member by various Indian universities and premier management B-schools. He has taught Consumer Behavior, Service Marketing, International Marketing, Advertising and Brand Management and Marketing Management at reputed business schools in NCR.

His research and training areas of interest include Consumer Behavior, Service Marketing, International Marketing Management and Indian Higher Education.

He has conducted MDPs for corporate executives in both public and private sector organisations like TATA chemicals Ltd, IRCTC, MTNL, Mahagun Group, Sentiss pharmaceuticals, Tata Pigments Ltd, Jain Irrigation systems Ltd, Oriental Refractories Ltd, G.D Foods Mfg. Pvt. Ltd., Directorate General of Resettlement Indian Army and many others. He can be reached at <anupam@fsm.ac.in>.



Prof. Ashok Kumar Harnal, Professor (Information Technology): B.Tech, IIT Delhi; M.Phil (Social Sciences), Punjab University, Chandigarh; MA (Economics); Diploma in Project Management, Punjabi University, Patiala (Experience: 31 years). Expert in Big Data and Data Analytics. Extensively taught faculty and students on the subject of big data technology and analytics. Participated in various machine learning

competitions with real world data in areas of business, environment, marketing and advertisement. Have set up fully functional Big-data laboratory.

Long experience in working with Opens Source Systems. Have published two

“ The brave man is not he who does not feel afraid, but he who conquers that fear. - Nelson Mandela ”

books: one Linux Applications and Administration and the other Techniques of Game Programming; both published by Tata McGrawHill. Conceived, planned & implemented in Defence Estates three country-wide information systems: Raksha Bhoomi to computerize land records; Knowledge Management of land-title related files/maps in all Defence Estates offices ; and Setting up of a Disaster Management organisation, Archival Unit and Resource Center, at Delhi for safe storage of land-title related records in paper, digital & microfilm forms. He can be reached at ashok@fsm.ac.in.



Prof. Asif Zameer, Professor of Marketing at FORE School of Management, is Bachelor of Engineering (Delhi College of Engineering), MBA (Jamia Millia Islamia) and Ph.D. (Jamia Hamdard University). Presently he is the Chairman (MDP) and Area Chairperson (Marketing) at FORE. He has more than 16 years of rich industry exposure and over 11 years of teaching experience. He started his career as an Engineer at BHEL, and

later on worked in responsible positions in Marketing and Business Development functions for diverse organisations like Gillette, Duracell, Heatly & Gresham, Geep Torches and Amkette Computer Peripherals. He has taught Advanced Marketing Research, Sales and Distribution, Retailing, Marketing Management, B2B Marketing, Mall Management, Supply Chain & Logistics at leading Business Schools in NCR. His research interests include Retailing, Mall-management, Consumer Behavior, Sales & Distribution and Supply Chain Management and he has published a number of articles in leading international and national journals. He has conducted several seminars, MDPs and FDPs in the areas of Sales & Distribution, Marketing Research, Retailing and Supply Chain/Logistics. He is widely travelled and has conducted research in many countries. He can be reached at <asif@fsm.ac.in>.



Prof. Bishakha Majumdar, Assistant Professor (OB&HR): Faculty, Organisational Behaviour & Human Resource, FORE School of Management, Fellow, IIM Indore (OB/HRM); M.Sc. (Applied Psychology), University of Calcutta.

Bishakha Majumdar has taught psychology and organisational behavior at the undergraduate and postgraduate levels. She has national and international publications in the areas of Human Resource Management, Psychology and Public

Health – and has presented her works in major conferences. She has also undertaken consultancy projects with Piramal Healthcare and Cummins Turbo Technologies – and conducted workshops in the areas of entrepreneurship, employee motivation and social intelligence. Her works have been recognized with, among others, an Honourable Mention (ISB-Ivey Global Case Competition 2015), the Best Management Research Award 2013 (National Academy of Psychology), Best Publication Award 2012 (Journal of Indian Academy of Applied Psychology), and the Young Scientist Award, 2011 (Indian Academy of Applied Psychology).

Bishakha has been a Master Trainer for HIV/AIDS counselors under the World Bank GFATM Programme – where she has conducted training sessions on counselling micro-skills and stigma and discrimination. She has also conducted training programmes on social intelligence, employee motivation, and entrepreneurship, for healthcare professionals, entrepreneurs, and college students. She can be reached at bishakha@fsm.ac.in.



Prof. Divesh Kumar, Assistant Professor (Marketing): Prof. Divesh Kumar has experience of Two years in the academics where he has worked as faculty Marketing with ICFAI group. He did PhD from Department of Management Studies, IIT Roorkee. His PhD work is on Sustainability adoption through relationship marketing across supply chain. He did MBA from Madan Mohan Malviya Engineering College,

Gorakhpur. He has presented his research work in prestigious national and international conferences in India as well as in abroad. His papers are published in well reputed and indexed international journals. He has also won Emerald IMA South Asian Management Research Fund Award – 2013 for the project “Problems and prospects of compost marketing in Uttarakhand”. He can be reached at divesh@fsm.ac.in.



Prof. Himanshu Joshi, Associate Professor (Finance & Accounting) has been into teaching, training and research for more than 15 years. He has published several research papers in national research journals and presented research papers in reputed national and international conferences. He has conducted in-house executive development programs for organisations like MMTTC, ONGC, Bharti Televentures, AstraZeneca

and Directorate of Resettlement, Indian Army. He was also instrumental in conducting one international training program for women Entrepreneurs from Pakistan in the area of Micro finance and Micro enterprise Management. He holds MBA (Finance), and Ph.D. Degrees. His areas of interest include Fixed Income Securities, FOREX Risk Management, Spreadsheet Modeling and Investment Analysis. He can be reached at: <himanshu@fsm.ac.in>.



Prof. Hitesh Arora, Professor (Quantitative Techniques-Operations Management): is a graduate in Mathematics and a post graduate in Operational Research from University of Delhi. He earned his Doctorate in Mathematical Programming from University of Delhi. He has published a number of research papers on Mathematical Programming in national and international journals of repute. He has also

qualified CSIR & UGC-NET with JRF. His experience includes teaching in University of Delhi. He has also worked as an Actuarial Consultant with a UK based MNC. As an actuarial consultant, his work involved Data Modeling and Reserving for Personal and Commercial Lines of different UK-based insurance companies. In total, he has around fifteen years of teaching, research and industry experience. His current area of interest includes Measurement of Productivity, Service Quality and Information Technology in Indian Banking Sector. He can be reached at <hitesh@fsm.ac.in>.



Prof. Kumkum Bharti, Assistant Professor of Marketing at FORE School of Management, is Bachelor of Business Administration (Banasthali Vidyapith, Rajasthan), Masters in Business Administration (National Institute of Technology Surathkal, Karnataka) and Ph.D. (Indian Institute of Technology Roorkee, Uttarakhand). She has

“ India conquered and dominated China culturally for 20 centuries without ever having to send a single soldier across her border. ”
- Hu Shih (former Ambassador of China to USA)

more than two years of teaching experience in National Institute of Technology Kurukshetra. She has taught Sales and Distribution, Marketing Management and Qualitative Research Techniques in Marketing. Her research interests include bottom of the pyramid (BOP) market, Value co-creation, and S-D logic. She has presented her research work in various international and national conferences such as IIM Ahmedabad, IIM Bangalore, IIM Kolkata, IIM Lucknow, IIT Delhi, Univerisiti Sains Malaysia, Penang, and SIIB Pune to name few. She has published her work with Science Direct, Emerald, MRS, Inderscience and Bloomsbury. She has worked on a project titled 'Co-creation in Social Entrepreneurship' with Copenhagen Business School, Copenhagen, Denmark and FGV, Sao Paulo, Brazil. She can be reached at <kumkum@fsm.ac.in>.



Prof. Mohit Anand, is Professor of International Business and Strategy at FORE School of Management, New Delhi. He has over 13 years of experience in industry and academics. Prior to joining FORE, he was also Teaching and Research Assistant (APR) at EMLYON Business School, France. Before plunging into academia world he had 6 years of professional and consulting experience in the insurance industry therein he

executed risk management projects and managed insurance portfolio of several Indian and foreign multinationals and firms of repute. He also had stints with Bajaj Allianz and ING insurance. His research interest lies at the intersection of Innovation, Emerging Markets, Resource Based View and BOP, therefore touching upon two broad fields of Strategy and International Business. Several of his research papers were published in leading journals and presented at prestigious academic conferences. He can be reached at anand@fsm.ac.in.



Prof. Mohita Gangwar Sharma, Professor in Operations Management, She is a recipient of coveted Chevening scholarship Rolls Royce Souvenir and Innovation Fellowship (CRISP) and NTSE Scholarship. FPM (IIM-Lucknow), MPIB (IIFT), B.Tech. (Electrical) (IIT_BHU): is an electrical engineer from IIT-BHU, Varanasi and Masters in International Business from IIFT-New Delhi. She is a recipient of the coveted NTSE

Scholarship. She obtained her doctorate from Indian Institute of Management (IIM) Lucknow, making seminal contribution in the area of Spare Parts Management. Her industry profile includes a stint of over 4 years at BHEL, Bhopal, where she was involved in Product Designing, Manufacturing and Testing and ISO-9000 Activities. She worked in Indian Airlines in Materials Management Department for 10 years where she was involved with Tendering, Contract Execution, Inventory Management Aspects of Supply Chain. She has participated in National and International Conferences and has published papers. She brings the rich experience of the industry and tough academic rigor to her research. Her current areas of research include Operations Strategy, Product Service Systems, Supply Chain Intelligence and Service Operations. She can be reached at <mohita@fsm.ac.in>.



Prof. Muqbil Burhan, Assistant Professor (Strategic Management) : Prof. Burhan is a Ph.D. in Management from Indian Institute of Technology Delhi (IIT Delhi). He has to his credit several publications which includes the book titled "Posts in The Digital Age" published with IOS

Press, Netherland and sponsored by United Nation's UPU. He has also worked with Chair Networking Industries at EPFL Switzerland on digitalisation of postal sector. He has a corporate experience of working in the field of Intellectual Property Rights (IPRs) and also worked on several projects in public sector. His areas of interest include Strategy Management, Technology and Innovation, Mergers & Acquisitions, Strategic Alliances and IPRs. He can be reached at muqbil@fsm.ac.in.



Prof. Neeraj Kumar, Professor (OB & HR): is a graduate in Physics from Delhi University, PG Diploma in LSW from Calcutta University and PGDM (HRM & Finance) from FORE School of Management. Prof. Neeraj Kumar has 32 years of Industry experience with 23 years in Steel Authority of India Ltd in the HRM function, 4 years as a freelance consultant and the balance in teaching. His experience in industry includes all

major functions of HR like Industrial & Employee Relations, Performance Management, Strategic HRM and Organisation Development. He has handled large scale systemic changes that have given him insight into human behavior, management of change and handling of resistance to change. A 'trained trainer', Prof. Neeraj Kumar has used his long experience in industry to design and deliver management development programmes in leading private and public enterprises like Xansa, SAIL, Bharti Airtel, BALCO, HINDALCO, METSO Minerals, Punj Lloyd, Daewoo Motors, NTPC, Motherson Sumi Systems, Cpgemini, PGCIL, GAIL India, Engineers India, Wockhardt, Maruti Udyog, Siemens, Perot Systems etc. He has logged in more than 2000 hours training Managers from industry on programmes relating to Leading, Teaming, Communicating and other Soft Skills (like Inter and Intrapersonal Effectiveness, Handling Conflicts, Managing Emotions, Negotiating, Adapting to Change) etc. He can be reached at: <neeraj@fsm.ac.in>.



Prof. Nikunj Kumar Jain, Asst. Professor in Operations Management, FPM (IIM-Indore), B.Tech. (Electrical-MANIT, Bhopal): He is an electrical engineer from MANIT, Bhopal and PhD from Indian Institute of Management Indore. He has cross-functional industrial experience in green field Bharat Oman Refineries Ltd. Bina (M.P.) (BORL, a joint venture between Bharat Petroleum Corporation Ltd. and Oman Oil SAOC,

Sultanate of Oman) in the areas of Project Management with exposure to Commissioning; Operations and Maintenance of Power Plants; Procurement and Inventory Management, Warehouse and Store Management, Contract Management, Vendor Management etc. He has presented several research papers in National and International Conferences like INFORMS Marketing Science and Manufacturing and Service Operations Management (MSOM) Conference, IMRDC, COSMAR, SOM, etc. He has published research papers in National and International Journals and has also published a case study in Asian Journal of Management Cases. He recently published a research paper in "B" class Journal (as per ABDC classification). His research areas include Project Management, Contract Management, Logistics and Supply Chain Management, Retail Operations, Game theory applications in Supply Chain Management, Big Data Analytics, Structural Equation Modelling, Mathematical Modelling and Optimisation of Real Life Problems. He can be reached at nikunj@fsm.ac.in.

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Whatever action a great man performs, common men follow. Whatever standards he sets by exemplary acts, all the world pursues. - Bhagavad Gita

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Prof. Payal S. Kapoor, Assistant Professor (Marketing) at FORE School of Management New Delhi. Dr. Kapoor's research is centered on understanding brand advocacy and word-of-mouth behavior on social media. She has completed her Fellow Programme in Management from Indian Institute of Management Indore. She has six years of industry experience in the sales and marketing function. She can be reached at payal@fsm.ac.in.



Prof. Prachi Bhatt, Associate Professor in Organisation Behavior & Human Resources Management at FORE School of Management. She is Ph.D and Masters in Human Resource Management (Gold Medalist). She has over eight years of research and teaching experience. Her Ph.D. research deals with HRD paradigm shift in High Performing Organisations. She is Certified in Negotiation Research and Teaching from one of the world's best B-Schools - Kellogg School of Management, Northwestern University, USA. She

is an active participant in conferences & seminars and has papers to her credit published in National and International refereed journals. Effectiveness in Negotiation (also International context), Competency Mapping, HRM, HRD Paradigm Shift are her areas of interests. Her research experience and corporate association cover projects with Zydus Cadila Healthcare Ltd, Ahmedabad, Gujarat Co-operative Milk Marketing Federation Ltd, Anand, and Indraprastha Apollo Hospitals, New Delhi. She has conducted MDPs for corporate executives in both public and private sector organisations including Power Grid Corporation of India Limited, ONGC Videsh Ltd., THDCIL, Idea Cellular Ltd, Apollo Tyres Ltd, De La Rue Cash Processing Solutions India Pvt Ltd, Uttarakhand Power Corp. Ltd and many others. She can be reached at: prachi@fsm.ac.in.



Prof. Priyanka Jaiswal, Assistant Professor (OB & HR) at FORE School of Management New Delhi. Dr. Priyanka Jaiswal is PhD from Indian Institute of Technology Delhi. Her doctoral research is on Impression Management (Factors Affecting the Use of Upward & Downward Impression Management Tactics for Positive Appraisals). She has also done a course in International Management from Exeter Business School, University of Exeter, U.K. She has 2 years of

academic experience as Human Resource Management faculty. She has presented her research work in various international and national conferences. She has received funding from Indian Council of Social Science Research (ICSSR) for International Conference on Management, Leadership and Governance (ICMLG 2014) Hosted by Babson College, Wellesley, Massachusetts, USA. She has also received the best paper award in Indo-Canadian conference. Her research interest areas are Impression Management, Leader Member Exchange, Human Resource Management and Organisational Behaviour. She can be reached at p.jaiswal@fsm.ac.in.



Prof. Rajneesh Chauhan, Professor (IT): He was with Infosys, where he was the "Operations & Strategy" Head for Enterprise Solutions, a strategic business unit with annual revenues of 1000 Million USD, 10,000 employees and CAGR of 33 %. He was a part of Infosys Senior Management, was two levels below the Global

Infosys Board and reported into an Infosys Subsidiary Board member.

With more than two decades in the area of Operations Management, IT & ERP, he has worked extensively with Fortune 500 clients across Asia-Pacific, Europe and Americas. Some of his Global Clients included DaimlerChrysler, Syngenta, Rio Tinto, Allstate, Firmenich. His Indian clients include Sesa Goa (Vedanta), Reliance Power, Maruti, JK Tyres, Jindal Steel, Group 4 Securitas, SAIL, Engineers India Limited, Power Grid, Ministry of Corporate Affairs (MCA21), Indian Railways, etc. Over the years he has worked extensively with Government, Public and Private Sector Clients. His interests include Operations Management, IT, Analytics and ERP. He has worked on a variety of Enterprise and Business Softwares including SAP, SAS, R Software, Microsoft Office Suite, Ramco ERP Suite, SPSS etc. He can be reached at rajneesh@fsm.ac.in.



Prof. Raman Sethi, Professor (IT): a IIT/IIM graduate, is the Head of the IT Department and teaches courses on ERP, SCM, CRM and Big Data/SAS to MBA students under the various programs being offered by FORE School of Management. He has over 28 years of presales, project management and delivery experience in India, Asia, UK/Europe and North America. He

has worked closely with customers like General Motors, Inland Revenue Authority of Singapore, Samsung Electronics, Robert Bosch, Mitsubishi Motors and Urban Redevelopment Authority of Singapore. His domain experience includes developing and implementing IT solutions for Banking, Government, Utilities and Manufacturing Industries.

Prof. Sethi continues to be actively engaged in consulting assignments with Industry. His teaching style is highly interactive with business cases based on his rich industry experience. He can be reached at raman@fsm.ac.in



Prof. Reeta Raina, Professor (Communication) : She has over 30 years of both teaching, training and research experience. She has publications majorly in top International refereed journals and some of her research work have been cited also. She has a research book to her credit titled "The Constitutive role of Communication in Building Effective Organisations" published by LAMBERT -

an International publishing company. She has made presentations in various international conferences. Recently, she was given the Best Paper Award in an International conference organized by World Business Institute Australia, WBI London Ltd. And ARPI, USA at Cape Town, 2014. She has designed and held training for over 300 top, middle and management trainees—both from the public as well as private sector. Her forte lies in experimenting successfully with different pedagogical tools. Presently, she uses theatre based activities that should help future managers build distinctive communication skills. Her training and research interests include: Intra & Interpersonal Comm., Intercultural comm., communication competency, presentation skills, oral and written communication etc. She is the recipient of the Best Professor award in HRM by National Education Award sponsored by Headlines Today. Her earlier assignments were with MDI, Gurgaon and Thapar University, Patiala. She has been the visiting faculty at IIFT and IIITM. She can be reached at rraina@fsm.ac.in.

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Teachers open the door, but you must enter by yourself. – Chinese Proverb

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Prof. Sanghamitra Buddhapriya, is a Professor in the Department of Organisational Behaviour and Human Resource Management at FORE School of Management, New Delhi. She received the University Gold Medal for securing First Class first Position in M.A in Personnel Management and Labour Welfare. She received the Doctoral fellowship from Indian Council of Social Science Research (ICSSR) and did her PhD from Faculty of Management Studies, University of Delhi. She

received the Prestigious Shastri-Indo Canadian Faculty Research Fellowship and did her Post-Doctoral research from Michael De Groote School of Business, Mc Master University, Hamilton, Canada.

She has more than twenty years of experience in teaching, research, training and consulting. She teaches courses at the post graduate level. Her research interest lies in mentoring relationship, diversity management, gender issues in management, work-life balance, and stress at work. She has conducted extensive researches in these areas and presented her research papers in Queens University, University of British, Columbia, and Harvard University etc. She has authored two books and published many research articles in referred national and international journals. She Heads the Centre for Psychometric Research, Training and Evaluation (CPRTE) at FORE. She is also the Chairperson of post graduate programmes at FORE School of Management.

Prof. Sanghamitra conducts wide range of open and in-company management development programmes across level for leading public and private sector organisations like Engineers India Ltd, Powergrid, ONGC, NHPC, MMTC, SAIL, THDC, NBCC, LNG Petronet, Sentiss Pharma, ITD Cementation to name a few. She enjoys conducting management development programmes on leadership, team building, motivation, emotional intelligence, work-life balance, gender sensitivity, mentoring and coaching, interpersonal skills, managerial effectiveness, organisational culture, problem solving and decision making, creativity and innovation. She was selected as a resource person for training women civil servant on gender issues in Management. She can be reached at sanghamitra@fsm.ac.in.



Prof. Savita Gautam, is a faculty in the area of International Business at FORE School of Management, New Delhi. She has corporate experience of over 20 years in the area of International Trade and Business. She has worked with M/s Carborundum Universal, Chennai. She has also worked with couple of start-up companies and has successfully spearheaded their export business in the international market. She has teaching and training experience at

Chennai University, MMTC training centre and Jamia Millia Islamia (Visiting Faculty) and FMS, New Delhi. Her research work is on WTO, Trade and Environment issues, Foreign Trade Policy and Export promotion measures and Trade Facilitation Issues. She can be reached at savita@fsm.ac.in.



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Prof. Sriparna Basu, Professor of Communication at FORE School of Management, is a double M.A. from Jadavpur University, Kolkata (Gold Medalist) and University of Illinois at Urbana-Champaign, USA, and Ph.D. in Cultural Anthropology from University of Illinois at Urbana-Champaign USA. She has more than 17 years of teaching experience and 10 years of consulting experience across various industry

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If you get No as an answer, remember N.O. means Next Opportunity.

- So Let’s be positive.

- A.P.J. Abdul Kalam



she has conducted training workshops on change communication, cross-functional team work, interpersonal communication, assertiveness, cross-cultural communication in international business, and issues of gender in the workplace. She has been involved in training and consulting activities with a number of public and private sector organisations like ONGC, Power Grid, NHPC, Tata Motors, Food Corporation of India, Border Security Force (BSF), Indian Military Academy Dehradun, and also start-up organisations such as Unified Vision Capital and Adventure Private Limited. She has presented papers in 16 international and national conferences, and has a cache of publications in the form of research papers, cases and book chapters in national and international peer reviewed journals and books. Her current research contributes to the interdisciplinary scholarship on globalisation by examining the multiple forms of globalisation and evolving cultural and national identities as exhibited by the Asian economies. She can be reached at sriparna@fsm.ac.in.



Prof. Subir Verma, is Professor in Organisational Behaviour at FORE School of Management. He has more than 25 years of research, teaching, training and consulting experience at reputed institutions such as IMI Delhi, IIM Ranchi (where he was its first Dean), MDI Gurgaon and Delhi University. He was also a visiting faculty at ESCP-Europe, Paris. He is a Fellow (PhD) from IIM,

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Prof. Verma has carved a niche in the design and delivery of Outbound based experiential learning programmes on Leadership and Team Building. He has facilitated such programmes for the Senior and Middle level managers of reputed banks such as Allahabad Bank, BOB, Corporation Bank, Dena Bank, PNB, SBI, UCO and RBI; CPSEs like CWC, Indian Oil, LNG-Petronet, National Insurance, NTPC, SAIL etc. and private sector enterprises such as Abhijeet industries, Jaibharat Maruti, GETIT, HP, Kampsax, Lanco Infratech, Maruti, Microsoft, Nestle, Siemens Power Engineering, SMEC India, SMS Demag etc and also the Indian Postal Service Officers at the level of CPMG, PMG and Directors. Recently, he twice designed and directed the prestigious 45 day Leadership Development Programme for the 25 General Managers of ONGC in India and Europe. He has also designed and conducted customized workshops on Negotiations Skills for corporates such as Aviva, Baxter, BEL, Chambal Fertilizers, Coca Cola, HP, Indian Oil, Intel, Jindal Steel, Laxmi Bank (Nepal), NDDDB, PepsiCo, POWERGRID, SBI etc. Prof. Verma is also a well known consultant on Organisational Transformation and Competency Based Leadership Development and has worked for Jharkhand Government, World Bank, National Geographic Channel, National Insurance, Nestle, Siemens Power, GETIT, Kampsax, SMS DEMAG and SMEC India. He can be reached at subir.verma@fsm.ac.in.



Prof. Sumeet Kaur, Associate Professor, Ph.D, M.Phil, M.Sc. (Gold Medalist). She has over 11 years work experience. She has conducted Management Development Programs on topics like applications of qualitative techniques in competence mapping, simulation techniques and assignment problems, operations excellence, supply chain management, advanced excel

techniques for managers of public and private sector. She has organized

workshops on Decision Sciences and its management applications like business research methods. She has also conducted Faculty Development Program on topics like SPSS and Research Methods, Multivariate Data Analysis. She has also been involved in case development with Maruti True Value, Blind People Association, Indraprastha Apollo Hospitals which are published in European Case Clearing House (ECCH). She has research and consulting interests in Reliability and Life testing, Business Forecasting, Managerial Decision Making, Quantitative Techniques in Advanced Marketing Research, etc. She teaches courses on Business Statistics, Quantitative Techniques, Advanced Statistical Methods and Marketing Analytics. She can be reached at [<skaur@fsm.ac.in>](mailto:skaur@fsm.ac.in).



Prof. Vikas Chandra, Adjunct Faculty joined FORE School of Management after 35+ years of rich and varied corporate and industrial experience. He started his career as a shop floor engineer and has worked in MNCs, private sector and public sector in a variety of roles including corporate planner, purchasing manager, works manager, quality manager mainly in Operations area. During the last 20 years he has occupied leadership positions, first

as General Manager of a division with a machine building firm (8 yrs) and then as Managing Director of a German multinational engineering firm (12 yrs) where he was responsible for turning around a loss making company and putting it on the path of profitable growth. He has rich board level experience in a globalised and international environment. His main area of specialisation is Operations Management especially Supply Chain Management and Operational Excellence. Prof Chandra is a B.Tech in Mechanical Engineering from IIT/Kanpur and an MBA in Operations and Finance from IIM/Calcutta. In addition, he has undergone extensive training in the areas of TQM, ISO 9000, Balanced Scorecard, Six Sigma and Risk Management and Project Management. He can be reached at: vchandra@fsm.ac.in and vchandra2901@gmail.com.



Prof. Vinay Dutta, Senior Professor in Finance and Accounting. Prof. Dutta is a banker turned academician and an alumni of Shri Ram College of Commerce. He has over three decades of experience in Banking, Corporate Sector, Teaching and Training. He is the recipient of Dewang Mehta Business School Award for Best Teacher in Financial Management. He has co-authored a book "Commercial Bank Management" published by

McGraw Hill Education (India) Private Limited. Prof Dutta is regularly invited by PHDCCI and other professional forums for special sessions. Prof Dutta has been associated with Punjab National Bank and Allahabad Bank as external expert in their Interview Committee for promotion to senior executive levels. He regularly contributes articles to academic and business journals. He has interest in consulting and research. He has been associated with over 300 Management Development Programmes conducted for the senior and the middle level executives. Prior to joining FORE, he worked with Bank of India, Corporation Bank, IndusInd Bank, International Travel House (An ITC Group Company) and National Institute of Banking and Corporate Studies. He teaches courses on Management of Commercial Banks and Financial Services, Enterprise Risk Management and Personal Wealth Management. He can be reached at vinay@fsm.ac.in.

“

Cleanliness is the Hallmark of perfect standards and the best quality inspector is the conscience. – JRD Tata

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Partial List of Clients for Customized Programmes

PUBLIC SECTOR

- Airport Authority of India
- Badarpur Thermal Power Station, NTPC
- BALCO, Korba
- Bhilai Steel Plant, SAIL
- Bongaingaon Refinery & Petrochemicals
- Central Electronics Limited
- Central Statistical Organization-GOI
- CSIR
- Directorate General Resettlements, GOI
- DRDO
- Educational Consultants India
- Engineers India Limited (EIL)
- GAIL
- HPCL
- HSCC (India)
- Indian Oil Corporation Limited
- KRIBHCO, Surat
- Mathura Refinery
- MMTC
- NACEN, Faridabad
- NALCO
- NHDC
- NHPC
- Northern Coalfields Ltd
- NTPC
- NTPC, Korba
- NTPC-SAIL Co
- Numaligarh Refinery
- Oil India
- ONGC
- ONGC Mangalore Petrochemicals
- Power Grid Corporation
- Power HR Forum
- REC
- State Trading Corporation
- TERI
- THDCIL

MULTI-NATIONAL CORPORATIONS/PRIVATE SECTOR

- Aga Khan Foundation (India)
- Astrum Sercon Pvt Ltd
- Bharti Infotel
- DFID
- Donaldson India Filter
- GCM Worldwide
- Golden Peacock Overseas
- Group 4 Securitas
- Hindalco Industries Limited
- Hindustan Sanitaryware
- Idea Cellular Limited
- IFFCO
- ISGEC
- Jaypee Cement
- Jaypee Rewa Cement
- Jindal Stainless Ltd, Hissar
- Jindal Steel & Power Ltd, Raigarh
- JK Lakshmi Cement
- Jubilant Food Works Ltd.
- Kingfisher Airlines
- Lanco Infratech Ltd
- Maruti Suzuki India
- Max Specialty Films
- Metlife Global
- Micromatic Grinding Technologies
- New Holland Tractors
- NFL, Naya Nangal
- Oberoi Group
- Panasonic India Private Ltd
- Parle, Neemrana
- Pearl Academy
- Pepsico India Holdings
- Petronet LNG
- Polyplex India Ltd
- Royal Bank of Scotland
- Sentiss Pharma India Pvt Ltd
- Sony India Pvt. Ltd.
- SRF
- Star India Limited
- Taj Group of Hotels
- Tata Chemicals
- TISCO, Jamshedpur
- Vodafone Essar, Mohali
- Watson Wyatt India
- YKK India

List of Participating Organisations (2015-2016)

- Aforeserve.Com
- Agriculture Insurance Company of India
- Airport Authority of India
- Apollo Tyres
- ATC Tires
- Bangalore Metro Rail
- Blue Dart Express
- Canara Bank
- CEC International Copn.
- Centre for Development of Telematics
- Container Corporation of India
- Danieli Corus India
- De La Rue Cash
- Delhi International Airport
- Delhi Transco
- Dharampal Satyapal
- Directorate General Resettlement (DGR)
- Dredging Corpn. of India
- Drugs for Neglected Diseases
- Engineers India Limited
- G.D. Foods Mfg.
- GAIL Training Institute
- Gujarat Energy Training & Research Training
- Gujarat State Fertilizers & Chemicals
- Heavy Engineering Corpn.
- Hindustan Petroleum Corpn.
- HPCL Visaka Refinery
- HT Media
- IFFCO Tokio Insurance Services
- IFFCO
- IL&FS Financial Services
- India Infrastructure Finance
- Indiabulls Housing Finance
- Indian Oil Corporation
- Indian Energy Exchange Limited
- Indian Institute of Coal Management
- IRCON International
- ITD Cementation
- J&K Bank
- Jain Irrigation Systems
- Jammu and Kashmir Projects Construction
- JCB PEP-Force 10
- JK Lakshmi Cement
- Jubilant FoodWorks
- Kalindee Rail Nirman (Engineers)
- Kansai Nerolac Paints
- Kerala State Planning Board
- Kolkata Metro Rail
- Kush Plastics
- LIC of India
- LNG Petronet
- Mahanadi Coalfields
- Maharashtra State Electricity Dist.
- Maharashtra State Police Housing & Welfare
- Maharashtra State Power Generation
- MetLife
- National Aluminium Co.
- National Building Construction Corpn.
- National Cooperative Union of India
- National Housing Bank
- National Power Training Institute
- Neon Skills and Professional Dev.
- Nexttech Solutions Pvt. Ltd.
- NIIT
- NTPC Ltd.
- NTPC-SAIL Power Company Pvt.
- Numaligarh Refinery
- Oil India
- ONGC Academy etc.
- ONGC Mangalore Petrochemicals
- ONGC Tripura Power
- Power Finance Corpn.
- PowerGrid Corpn.
- Punjab National Bank
- Rajasthan State Food & Civil Supplies
- Relaxo Footwares
- Resource Infinite
- RITES Ltd.
- Room to Read India Trust
- Rural Electrification Corpn.
- SAIL
- Sage Publication India Pvt. Ltd.
- Sankalp Semiconductor
- Shriram Pistons & Rings
- SJVN
- South Eastern Coalfields
- SRF Limited
- The Federal Bank
- The Leela Ambience Hotel & Residences
- Triumph Motorcycles
- UCO Bank
- U.P. Rajya Vidyut Utpadan Nigam
- United Bank of India
- United India Insurance
- Wave Infratech
- Western Coalfields





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