


INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

BUSINESS LEADERSHIP PROGRAMME MODULE: I, II & III

 Programme Directors: Prof. Amit Dhiman, Prof. Anirvan Pant,
Prof. Peeyush Mehta

 Programme Dates: Module I: August 22 - 27, 2022
Module II: November 07 - 12, 2022
Module III: January 30 - February 04, 2023

 Programme Venue: MDC, IIM Calcutta



INTRODUCTION

This unique management development programme has been designed with the objective of enhancing the leadership competencies and effectiveness of Senior Management. In essence, it is a capsuled management programme aimed to facilitate senior executives transform into more competent leaders. In addition, the programme is expected to be effective for middle management / functional heads as well, to enable them transit seamlessly into senior leadership roles.

This programme attempts to equip executives in the Senior Management cadre with a holistic, integrated and strategic view of the business. In doing so, it seeks to raise the viewpoint from a functional excellence perspective to a higher vantage point – such as, building strategic focus, transformational leadership and crisis management acumen. Also the programme, being fully residential, will provide an opportunity to the participants to network across a varied range of businesses and sectors.

In order to foster an application-oriented learning, the programme would involve an opportunity to work on a live project, preferably with a joint mentorship of industry and faculty of IIM Calcutta.

OBJECTIVES

- Introduce participants to recent developments in theory and practice of management relating to core business functions and disciplines.
- Help participants learn to formulate an integrated approach for identifying organizational problems, finding solutions and decision making.
- Provide an opportunity to the participants to understand their Self, explore their personal leadership philosophy and style, with a view to reinventing their leadership skills.
- Handle technology challenges and incorporate its key elements in business processes.
- Probing into the ever changing business landscape at the global and domestic levels with a focus on the recent Covid-19 pandemic.



PEDAGOGY

This programme will use a variety of pedagogical tools – lectures, cases, self-reflection exercises, presentations, audio-visuals and project work. Some guest lectures are also being planned. A major part of the learning takes place outside the class through discussion among participants and project work. Therefore participants are required to read the course materials in the evening and discuss the same with their Learning Group members prior to the class.



WHO MAY ATTEND

The programme is for aspiring leaders in the corporate sector, who want to get updated in their knowledge base in midcareer. Participants must have a graduate degree with a strong academic background. Ideal work experience would be a minimum of 10 years in mid-size to large organizations. Participants nominated by their organizations should presently be in/expected to move into general management roles after attending this programme. Therefore they should possess a demonstrated ability to adapt, learn, and apply new knowledge and skills in varying business situations.

Self-sponsored candidates are also eligible to apply.

As the programme is designed to be quite demanding, the participants are expected to be willing to work long hours and interact with and learn from other participants.



KEY TOPICS

Exploring Leadership styles and HRM systems

- Exploring Self: Leadership styles and Interpersonal Competencies
- Strategic Leadership
- Preparing for Stepping into Board positions
- Understanding Organizational cultures and structures
- Design thinking in HRM systems and Strategic HRM
- Managing new work forms- work from home, GIG work

Change Management

- Transformational Leadership
- Organizational renewal and change
- Managing transitions, fluxes and uncertainties in COVID times
- Leaders as Change Agents: Leading Structural and Behavioral Change

Strategic Management

- Strategic thinking
 - Honing a strategic thinking ability: To visualize the big picture, have a long term perspective, develop vision, formulate strategy and link to execution
- Strategic Challenges for handling the Covid-19 Pandemic
- Developing an Innovative and Entrepreneurial mindset

- Decision-making models
- Competitive Strategy
 - Competition in products and platforms
- Corporate governance and managing multi-stakeholder interests
- Understanding Business Drivers
 - Strategies
 - Business models
 - Financing structures

Mentoring & Coaching

- Effective team building including building virtual teams
- Developing and Mentoring talent
- Contemporary developments in managing talent

Financial Innovations and Financial Planning

- Capital markets and Financial Institutions
- Making and managing capital investment decisions
- Managing sustainable growth through working capital
- Private equity and venture capital: Strategic Investment/financing
- Business Alliances (Mergers & Acquisitions)

VUCA in Global Economy, policy environment and country risk analysis

- Understanding the current Business Context – Domestic and Global economy

- Riding through Uncertain Times - Recent Covid-19 Pandemic, possible threats from the rise of economic nationalism in advanced countries, trade war, assessing Opportunities and Risks for Investment
- A Framework for Assessing Risks
 - Assessing Investment Risk in Developing Economies with special reference to BRIC Economies;
 - Assessing the Need for Risk Insurance
 - The Business Environment Risk Intelligence (BERI) Index

Marketing Strategy

- Translating Business Strategy to Market Strategy
- Customer-Centricity and Market Leadership
 - Managing the Value Vs Volume conundrum
- Go-to-market Strategies
 - Market development (Including Digital)
 - Product development
- Pricing strategies
- Managing the Product Life Cycle
- Managing Customer Journeys: The role of social media, Learning from Neuro marketing

Persuasion & Consensus Building

- Influencing others by negotiation and persuasion skills
- Conflict Management
 - Managing conflict and cooperation
- Persuading Millennials; Using effective tools of Persuasion
- Persuading skeptical audiences

Regulatory Framework for Business

- Regulatory Framework of Joint Ventures
- Regulatory Framework of Corporate restructuring
- Competition Law and Anti-Trust Regulations
- Public Offers and fund raising
- Strategic management of Intellectual Property

Operations Strategy and Supply Chain Design

- Customer-centric Operations - Operations and supply chain optimization framework
- Capacity management
- Operations and Supply chain design post Covid-19
 - Strategic sourcing - Supply contracts - Performance measures in global supply chains
- Operations forensics

Branding Strategy

- Branding: Challenges & Opportunities
- Winning the Brand battle: How powerful brands face competition
- Brand Evaluation: Consolidation, Extension, Deletion, Repositioning Brands
- The Future of Branding and latest thinking

Business Technology

- Envisioning Digital Strategies
- Driving Digital Transformation
- Bridging IT Environments
- Data driven decision making



PROGRAMME DIRECTORS

Amit Dhiman is a Professor in the Human Resource Management Group, and has been associated with IIMC since 2008. He is a Fellow of IIM Ahmedabad and holds a Masters degree in Human Resource Management and BE degree in Mechanical Engineering. He has worked for more than seven years in industry in the private sector, mainly in Human Resource Management and Organizational Development functions. He has research, teaching and consulting interests in the areas of Performance Management, Accountability, Stress Management, Strategic Human Resource Management, and Human Resource Management in Services. In above areas and others, he has publications in acclaimed international journals. He has consulted in organizations in private sector, public sector, government, and NGOs across industries such as Oil, Education, Housing Finance and so on. He has got training in various pedagogies at prestigious institutions including Harvard Business School.

Anirvan Pant is an Associate Professor of Strategic Management at the Indian Institute of Management Calcutta. He completed his doctoral studies and received the title of 'Fellow of the Indian Institute of Management Bangalore' from IIM Bangalore in 2010. Earlier, Professor Pant worked with Tata Motors after obtaining a Master's degree in Economics from the University of Lucknow. Research articles written by Prof. Pant have appeared in the Harvard Business Review, Journal of International Business Studies, Global Strategy Journal, and the Journal of Product Innovation Management. His research has been cited in the Economist. He was a finalist for the Gunnar Hedlund Award 2010/2011 for the best dissertation worldwide in the field of international business and has received the Outstanding Reviewer Award for 2005–2009 and the FDC Best Paper in Strategy / IB Theory Award 2011 from the International Management Division of the Academy of Management. Prof. Pant's teaching and training interests lie in competitive strategy, corporate strategy, global strategy, and strategic leadership.

Peeyush Mehta is a Professor of Operations Management at Indian Institute of Management Calcutta since 2012. During 2005–2011, he was a faculty in the Department of Industrial & Management Engineering at the Indian Institute of Technology Kanpur. He obtained his doctoral degree from Indian Institute of Management Ahmedabad. He worked as a Post-Doctoral Research fellow at the Nanyang Technological University, Singapore. After obtaining his Bachelors of Engineering in Mechanical from Jodhpur University, he worked in industry for three years in Power sector operations. Peeyush's research interests are in the areas of operations strategy, supply chain coordination, supply contracts, manufacturing competitiveness, and game theory applications in operations. His research has appeared in a number of acclaimed international journals. At IIM Calcutta, he teaches courses on production and operations management, supply chain management, manufacturing management. He has taught in several executive programs for wide variety of firms in the areas of operational excellence, strategic sourcing, vendor development, service operations and supply chain management.

Comments from the Participants of earlier batches of BLP

"The sessions led by Senior Professors from IIMC and Industry Professionals were more oriented towards business application of management theories and discussing case studies. The collaboration with Peers from my batch who are already established senior professionals in their own organizations gave an opportunity for shared learning. I continue to fall back on the learning that I assimilated at IIM Calcutta whenever I have to resolve challenging business situations" - Stephen Sequeira, Lenovo India, BLP, 2017-2018.

"I couldn't have asked for a more holistic course. This program is carefully curated to provide a high level and yet detailed information on an array of business domains. Attending BLP programme provided me with a unique opportunity to understand the business better and most importantly, it enabled me to make an informed choice about my area of interest to drive my career further." - Nivedita Gangay, KPMG India, BLP, 2018-2019.

PROGRAMME DETAILS

■ **Duration:** **Module I:** August 22 - 27, 2022, **Module II:** November 07 - 12, 2022, **Module III:** January 30 - February 04, 2023

■ **Venue:** Management Development Centre (MDC), IIM C Campus

■ **Accommodation:** Accommodation will be arranged from the morning of start date of each module and the programme will be over by 2.00 p.m. on the last day of each module.

- Participants would have to make their own travel arrangements.
- Accommodation at IIM C will be provided till 2.00 p.m. on the last day of the Programme. Participants staying beyond this time will have to bear additional stay and food charges, which they have to settle directly with the hospitality service provider, conditional upon room availability.

Disclaimer: based on the situation, the campus component may shift to online mode

PROGRAMME FEES

■ The Programme fee for each participant will be ₹ 3,75,000/- plus applicable taxes.

Discount on Programme fees:

A discount of 10% on the Programme fees can be availed by an organization if it nominates at least 4 participants for a particular MDP.

TERMS & CONDITIONS

- Participants would have to make their own travel arrangements.
- Accommodation at IIM C will be provided till 2.00 p.m. on the last day of the Programme. Participants staying beyond this time will have to bear additional stay and food charges, which they have to settle directly with the hospitality service provider, conditional upon room availability.
- Cancellation Policy: In case you/your nominated candidate(s) does(do) not attend the programme, 40% of the programme fees will be retained, as per policy.
- Executive Education Alumni: With effect from April 1, 2017, participants of IIM Calcutta's 'Open' MDPs who attend 20 days of learning through two or more Open MDPs will be eligible to apply for 'Executive Education Alumni of IIM Calcutta' status.

HOW TO APPLY

- You can apply/nominate your personnel by clicking on the "Apply Now" link corresponding to the particular MDP, as appearing on our online calendar available at: <https://iimcal.ac.in/mdp/mdp-calendar>
- Once the candidature(s) is (are) approved, the sponsoring authority or participant (in case of self-nomination) will be intimated over email along with the Payment Advice seeking programme fees in advance.
- Programme fees can be remitted online through Electronic Fund Transfer (NEFT/RTGS).
- Upon remitting the fees online, kindly intimate CMDP office with the UTRNo. /relevant transaction details through email, so that we can connect your remittance to your nomination(s). Please note that confirmation of participation is subject to receipt of Programme fees by CMDP Office before commencement of the MDP.

IIM CALCUTTA'S RANKINGS AND ACCREDITATIONS

- Triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) and EQUIS.
- IIM Calcutta is the only B-school in India to be a part of the prestigious CEMS. (The Global Alliance in Management Education or CEMS (formerly the Community of European Management Schools and International Companies) is an international cooperation of leading business schools and universities with multinational companies and NGOs).
- IIM Calcutta has been ranked at No. 2 in India and 59 Globally in the Financial Times Executive Education Ranking 2022. IIM Calcutta had secured 2nd rank amongst all B-schools in India and 21st Globally, in Financial Times: Masters in Management Rankings 2020.



Our correspondence address is as follows:

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For all other details on administrative matters please refer to the 'Guidelines for Participants' on our website or e-mail to program_mdp@iimcal.ac.in