



**2017-2018**

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# Management Development Programmes

Imparting Knowledge for Exploring New Horizons



**FORE School of Management, New Delhi**



## 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 30 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 organizations for their executives at different levels, and offers unique programmes to suit the business and developmental needs of client organizations. Standard Modules from regular MDPs are also combined and adapted, wherever necessary, to suit the requirements of client organizations.

A customized programme benefits the organization 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 organization.
- 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 organizational behavior.

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## Calendar of Management Development Programmes (April 2017- March 2018)

S. No.	Programme Title	Duration/ Dates	Fees (Rs.)*		Programme Director (s)
			Non-Residential	Residential	
COMMUNICATION					
1.	Crisis Communication	2 Days January 18-19, 2018	16,000	26,500	Prof. Sriparna Basu
2.	Effective Communication for Women in the Workplace	2 Days August 9-10, 2017	16,000	26,500	Prof. Sriparna Basu & Prof. Reeta Raina
3.	Effective Communication and Presentation Skills	2 Days September 21-22, 2017	16,000	26,500	Prof. Anita Tripathy Lal
4.	Enhancing Assertiveness & Positive Attitude	2 Days December 11-12, 2017	16,000	26,500	Prof. Anita Tripathy Lal
5.	Enhancing Personal Branding-Building Your Pathway to Professional Success	2 Days February 15-16, 2018	16,000	26,500	Prof. Reeta Raina
6.	Nurturing the 5th Dimension of Leadership	2 Days November 27-28, 2017	16,000	26,500	Prof. Anita Tripathy Lal
7.	Written Business Communication	2 Days October 26-27, 2017	16,000	26,500	Prof. Anita Tripathy Lal
ECONOMICS AND BUSINESS POLICY					
8.	Strategic CSR: From Agenda Building to Impact Measurement	2 Days December 14-15, 2017	16,000	26,500	Prof. Shallini Taneja
FINANCE					
9.	Enterprise Risk Management for Creating Risk Intelligent Organization	2 Days February 5-6, 2018	16,000	26,500	Prof. Vinay Dutta
10.	Finance for Non-Finance Executives	3 Days July 10-12, 2017	24,000	38,000	Prof. Vinay Dutta
11.	Financial Reporting as per converged Indian Accounting Standard	1 Day March 8, 2018	8,000	15,000	Prof. Vandana Gupta, Prof. Ambrish Gupta & Prof. Himanshu Joshi
12.	Foreign Exchange Risk Management	2 Days December 21-22, 2017	16,000	26,500	Prof. Himanshu Joshi
13.	Restructuring and Business Valuations	2 Days September 25-26, 2017	16,000	26,500	Prof. Vandana Gupta
14.	Spreadsheet Modeling for Financial Analysis	2 Days September 7-8, 2017	16,000	26,500	Prof. Himanshu Joshi
15.	Superannuation Planning	2 Days December 4-5, 2017	16,000	26,500	Prof. Vinay Dutta
INFORMATION TECHNOLOGY					
16.	Advanced Microsoft Excel for HR Managers	2 Days August 22-23, 2017	16,000	26,500	Prof. Rajneesh Chauhan
17.	Advanced Microsoft Excel for Managers	2 Days November 15-16, 2017	16,000	26,500	Prof. Rajneesh Chauhan
18.	Building Business Intelligence from Social Media	1 Day April 24, 2017	8,000	15,000	Prof. Shilpi Jain



S. No.	Programme Title	Duration/ Dates	Fees (Rs.)*		Programme Director (s)
			Non-Residential	Residential	
19.	Data Analytics: Introduction to R Software	1 Day January 24, 2018	8,000	15,000	Prof. Rajneesh Chauhan
20.	Google: Search Engine Optimization and Search Engine Marketing (SEO and SEM)	2 Days May 18-19, 2017	16,000	26,500	Prof. Rakhi Tripathi
21.	How to Summarize and Present your Business Data	1 Day May 29, 2017	8,000	15,000	Prof. Shilpi Jain
22.	Online Payment Systems and Data Security	1 Day May 05, 2017	8,000	15,000	Prof. Rakhi Tripathi
<b>MARKETING</b>					
23.	Applied Marketing Research Techniques	2 Days July 20-21, 2017	16,000	26,500	Prof. Sunny Arora & Prof. Asif Zameer
24.	Creating Winning Sales Teams	2 Days December 18-19, 2017	16,000	26,500	Prof. Asif Zameer & Prof. Anupam Narula
25.	Customer Management in a Digital Marketing Space	2 Days December 7-8, 2017	16,000	26,500	Dr. Jitendra K. Das
26.	Digital Marketing: Winning Concepts and Practices	2 Days September 18-19, 2017	16,000	26,500	Prof. Payal S. Kapoor
27.	Marketing Strategies for winning in India and Emerging Markets	2 Days February 8-9, 2018	16,000	26,500	Prof. Anupam Narula
28.	Product Management	2 Days August 28-29, 2017	16,000	26,500	Prof. Sunny Arora
29.	Social Media Marketing and Social Listening	2 Days January 15-16, 2018	16,000	26,500	Prof. Payal S. Kapoor
<b>ORGANIZATIONAL BEHAVIOR &amp; HUMAN RESOURCE</b>					
30.	Coaching & Mentoring for Personal and Professional Success	2 Days October 9-10, 2017	16,000	26,500	Prof. Sanghamitra Buddhapriya
31.	Effective Negotiation Skills	3 Days September 13-15, 2017	24,000	38,000	Prof. Prachi Bhatt
32.	Enhancing Managerial Effectiveness	3 Days July 3-5, 2017	24,000	38,000	Prof. Subir Verma, Prof. Neeraj Kumar & Prof. Priyanka Jaiswal
33.	HR Analytics and Social Media	2 Days September 11-12, 2017	16,000	26,500	Prof. Subir Verma, Prof. Prachi Bhatt & Prof. Bishakha Majumdar
34.	Managerial Leadership and Team Building	2 Days January 11-12, 2018	16,000	26,500	Prof. Sanghamitra Buddhapriya
35.	Problem Solving and Decision Making	2 Days August 3-4, 2017	16,000	26,500	Prof. Sanghamitra Buddhapriya & Prof. Neeraj Kumar
36.	Training of Trainers	3 Days May 22-24, 2017	24,000	38,000	Prof. Neeraj Kumar
<b>QUANTITATIVE TECHNIQUES &amp; OPERATIONS</b>					
37.	Advanced Excel Training	2 Days July 27-28, 2017	16,000	26,500	Prof. Sumeet Kaur
38.	Decision Making Techniques for Managers	2 Days August 30-31, 2017	16,000	26,500	Prof. Hitesh Arora

S. No.	Programme Title	Duration/ Dates	Fees (Rs.)*		Programme Director (s)
			Non-Residential	Residential	
39.	Effective Purchasing Skills	2 Days June 5-6, 2017	16,000	26,500	Prof. Mohita Gangwar Sharma
40.	Making the Supply Chain Responsive	2 Days November 23-24, 2017	16,000	26,500	Prof. Mohita Gangwar Sharma & Prof. Vikas Chandra
41.	Project Management	2 Days September 5-6, 2017	16,000	26,500	Prof. Mohita Gangwar Sharma & Prof. Hitesh Arora
42.	Quality Analytics	2 Days July 17-18, 2017	16,000	26,500	Prof. Mohita Gangwar Sharma
43.	Strategic Sourcing	2 Days May 1-2, 2017	16,000	26,500	Prof. Mohita Gangwar Sharma & Prof. Vikas Chandra

#### STRATEGIC MANAGEMENT

44.	A Consultants' Tool-Kit for Solving Strategic Problems & Enhancing Business Performance	2 Days June 29-30, 2017	16,000	26,500	Prof. Anil Kumar Singh & Prof. Muqbil Burhan
45.	Assessing Geopolitical Risks for Doing Business in Asia-Pacific Region	2 Days November 9-10, 2017	16,000	26,500	Prof. Faisal Ahmed
46.	Developing an Intrapreneurial Mindset at Workplace	2 Days July 24-25, 2017	16,000	26,500	Prof. Anita Tripathy Lal

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](http://www.fsm.ac.in)).
  2. Organizations 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 organization.



# FORE School of Management, New Delhi

## 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 Organizational 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 Organizational Effectiveness
- Interviewing Skills
- Labour Laws and Statutory Compliances
- Managerial Leadership and Team Building
- Managing Resources, Process & Performance
- Mentoring and Coaching
- New Trends in HR
- Organization 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 25 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** President  
(Former Director - CBI, Govt. of India)
- **Dr. G.V.G. Krishnamurty** Chief Patron  
(Former Election Commissioner of India)
- **Dr. B.B.L. Madhukar** Vice President (Finance) & Treasurer  
(Former CMD - MMTC)
- **Dr. Vinayshil Gautam** Member  
(Senior Managing Director & Principal Economic Adviser, Protiviti India Member Pvt. Ltd.; Chairman, DK International Foundation; Founder Director, IIM-K; 1st Head, Management Dept; IIT-D; 1st Honorary Dean KPMG Academy)
- **Dr. Yasho V. Verma** Member  
(Former Chief Operating Officer - LG Electronics India Pvt. Ltd.)
- **Mr. T.C. Venkat Subramanian** Member  
(Non-Executive Chairman – Indian Bank; Former CMD – EXIM Bank of India)
- **Dr. Jitendra K. Das** Ex-Officio Member  
Director - FORE  
[Former Dean (Noida Campus, IIM Lucknow)]



## From the Director's Desk...



Focusing on current potential for future performance, FORE School's Management Development Programmes (MDPs) aim at enhancing the competitiveness of Indian Business Managers across functional areas using global pedagogy.

FORE is a not-for-profit premier Business School with a standing of over 35 years providing quality training and executive education to Private, Public, Banking and Social Sectors. Our Board of Governors consisting of eminent professionals is the guiding force behind this effort ably supported by a committed group of highly capable and seasoned faculty members.

Businesses are truly global nowadays and have become more challenging and complex due to rapid changes in technology and related external factors that have added to the uncertainty of the business landscape. Consumers have become more demanding and value conscious. Business Executives these days are required to manage the present with an eye on the future as never before; nothing can be assumed or taken for granted. These challenges, however, are coupled with tremendous opportunities for business growth and expansion. Entrepreneurship has found a totally new dimension in the Start-ups of today. Competition has given way to

collaboration and cooperation resulting in a large number of M&As.

Continuous pursuit of knowledge and upgrade of skills is critical to an organization's success these days. Managers must regularly update themselves on various new management thoughts and business practices. FORE Open MDPs provide business executives with an opportunity to enhance their business knowledge with a broad portfolio consisting of OB/HRM/Leadership, Information Technology, Business Analytics, Marketing, Finance, Strategy, International Business, Operations, Communication and Business Policy theme areas. Our programmes follow a unique pedagogy encompassing collective experiential learning tools, global cases, interactive exposure to state-of-the-art concepts, experience sharing, presentations, application exercises, and special interactive sessions with practitioners.

Each year we prepare a bouquet of Open MDPs based on the current industry needs gathered through close interaction with practicing managers from across industries as well as based on our own assessment of the business trends. I am happy to present our Open MDPs calendar for the year 2017-18 to you and invite you to participate in these programmes.

Best wishes

**Dr. Jitendra Das**

## From the Chair Executive Education's Desk...



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

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 30 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**



## Communication Area

- **Crisis Communication**
- **Effective Communication and Presentation Skills**
- **Effective Communication for Women in the Workplace**
- **Enhancing Assertiveness & Positive Attitude**
- **Enhancing Personal Branding : Building Your Pathway to Professional Success**
- **Nurturing the 5th Dimension of Leadership**
- **Written Business Communication**



Duration	: 2 days
Dates	: January 18-19, 2018
Programme Director	: Prof. Sriparna Basu
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organization'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?

**METHODOLOGY:**

To involve participants in experiential exercises, role plays, case study analysis and roadmap building for various themes.

**WHO SHOULD ATTEND?**

Senior level executives of private and public sector companies

Duration	: 2 days
Dates	: September 21-22, 2017
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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.

**METHODOLOGY:**

The programme is designed in a systematic manner to proceed from basic to advanced strategies and skills required by managers. The programme provides insights through real-life experiences, case studies, interactive discussions, inspiring films, and simulation activities. Individualized coaching and feedback is offered through worksheets, checklists, and exercises through role plays and theatre. Presentation skills session will be backed by video recording, playback and feedback.

**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.

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



Duration	: 2 days
Dates	: August 9-10, 2017
Programme Directors	: Prof. Sriparna Basu & Prof. Reeta Raina
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organization, 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.

## METHODOLOGY:

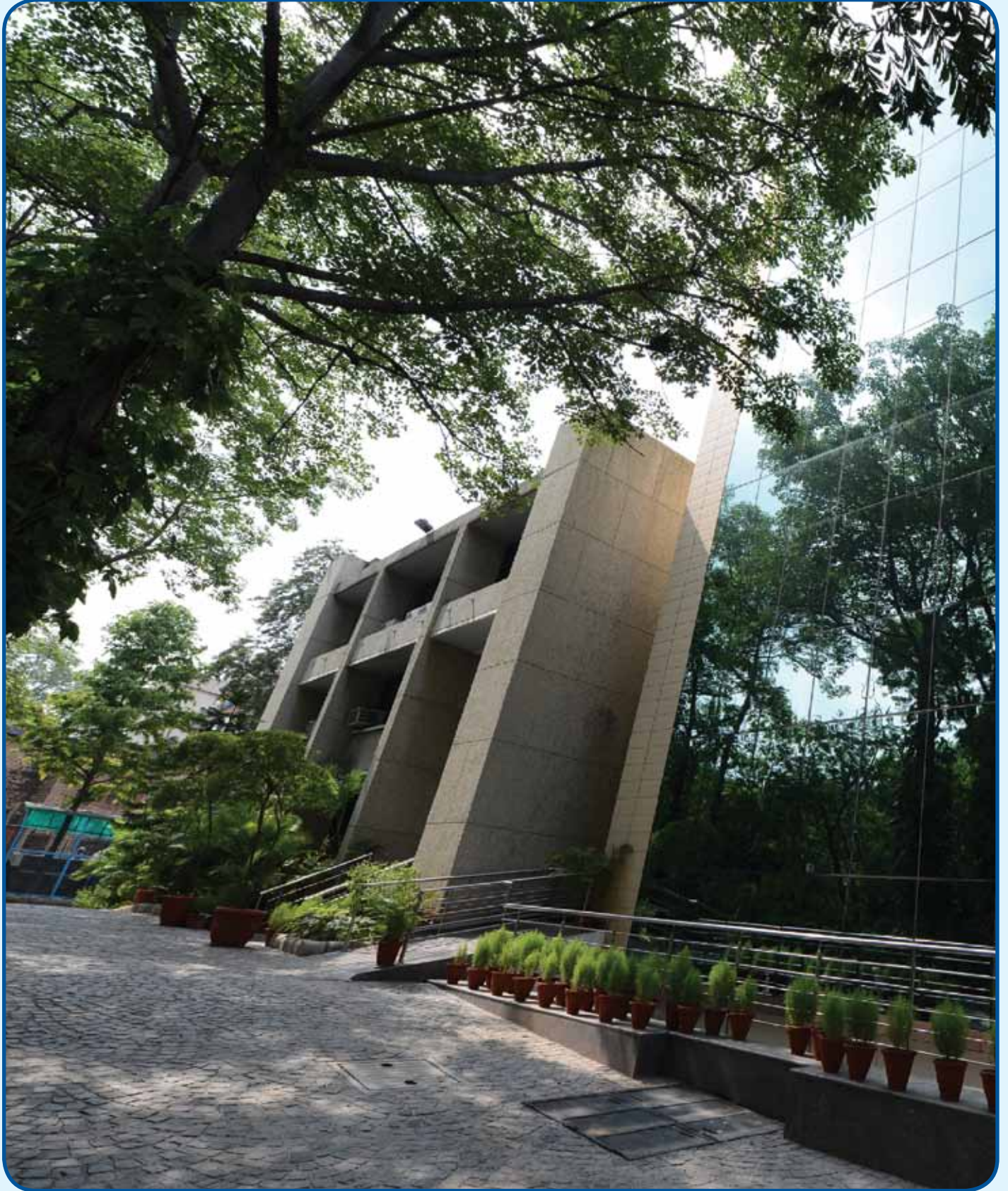
To involve participants in experiential exercises, role plays, case study analysis and roadmap building for various themes.

## WHO SHOULD ATTEND?

Middle level women executives of private and public sector companies.







Duration	: 2 days
Dates	: December 11-12, 2017
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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.

### METHODOLOGY:

The training will be delivered through the use of interactive methods and be purely activity based. The programme provides insights through real-life experiences, case studies, interactive discussions, inspiring films, and simulation activities. Individualized coaching and feedback is offered through worksheets, checklists, and exercises through role plays-theatre, yoga & meditation.

### 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.

Duration	: 2 days
Dates	: February 15-16, 2018
Programme Director	: Prof. Reeta Raina
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

The Personal image and interpersonal style of professionals can have a powerful influence on the development of any career. As we understand, it is tough to stand out in today's job market. There is no dearth of talent out there. The secret to standing out is to impress your employer with the unique and authentic she/he-in person, on paper, and online. A professionals' brand is their reputation. It's what they are known for and how people experience them. It's about bringing who they are to what they do and how they do it. Delivering their brand clearly and consistently will create a memorable experience in the minds of those they interact with and can open doors to new opportunities. This personal brand experience will provide an opportunity to the participants to learn more about themselves so that they can uncover and define their unique skills, strengths, and talents. These areas form the foundation of their personal brand and can help them chart a course for their career and can position themselves to reach their goals. "Build Your Personal Brand" provides guidance on making the right impact in any professional situation.

### OBJECTIVES:

To help the participants in uncovering and using their key competencies in creating a satisfying professional and personal life and also, in a way contributing towards the collective goals

### CONTENTS:

- Creating self-awareness
- Identifying personal and professional goals
- Uncovering your strengths and weaknesses
- Improving upon your peoples' skill set
- Developing the art of dialoguing
- Interacting in heterogeneous groups and developing the ability to relate well to others
- The ability to cooperate and resolve the conflict
- The ability to assert ones' rights, interests, limits and needs

### METHODOLOGY:

The training will be conducted majorly by using theatre techniques –an experiential methodology that leads to self-learning.

“ Strategy is about stretching limited resources to fit ambitious aspirations. ”

- C K Prahalad



Duration	: 2 days
Dates	: November 27-28, 2017
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organizational 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 a 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
- Alignment of the goals with the vision
- Listening, understanding and responding
- Communicating like a leader

### METHODOLOGY:

The methodology is going to be very interactive with lots of activity based sessions. These will include self-assessment inventories, case studies, group discussion, role-plays, presentations and theatre.

### WHO SHOULD ATTEND?

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

Duration	: 2 days
Dates	: October 26-27, 2017
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organization. One's success or failure depends to a large degree on how effectively one communicates. In fact, besides oral communication and written communication of an executive is indeed a great tool to achieve both personal and professional goals. In today's globalized era, having written communication skills 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 Organizational Written Communication
- External Written Communication
- Business Proposals
- Business Reports

### METHODOLOGY:

The methodology would be case based discussions and written exercises; submission of written business letters & reports followed by detailed feedback. Written communication would be designed around real life business situations.

### 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 Organizations, Government departments & other sectors like Tourism, Hotels, BFSI, Advertising, Hospitals etc.



You can't cross the sea merely by standing and staring at the water

- Rabindranath Tagore





## Economics and Business Policy

- Strategic CSR: From Agenda Building to Impact Measurement



<b>Duration</b>	: 2 days
<b>Dates</b>	: December 14-15, 2017
<b>Programme Director</b>	: Prof. Shallini Taneja
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 globalization 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. Third year of implementation of CSR legislation would be going to end on March 31, 2017. 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 practices. 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 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

### METHODOLOGY:

Interactive mode of teaching which includes case studies, practical exercises and group discussions involving the participants.

### WHO SHOULD ATTEND?

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

“ 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

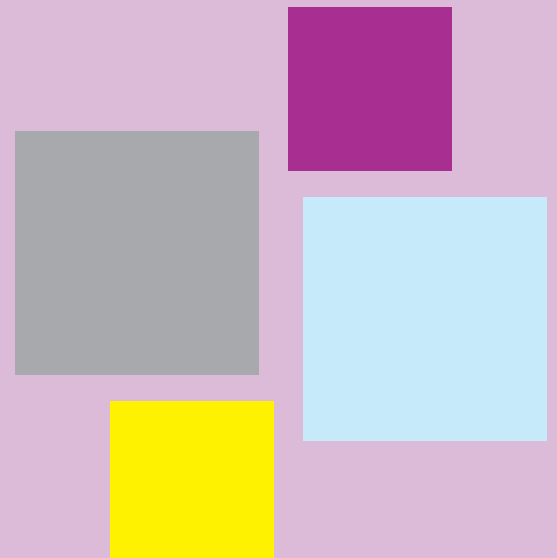
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## FINANCE

- Enterprise Risk Management for Creating Risk Intelligent Organisation
- Finance for Non-Finance Executives
- Financial Reporting as per converged Indian Accounting Standard
- Foreign Exchange Risk Management
- Restructuring and Business Valuations
- Spreadsheet Modeling for Financial Analysis
- Superannuation Planning



<b>Duration</b>	: 2 days
<b>Dates</b>	: February 5-6, 2018
<b>Programme Director</b>	: Prof. Vinay Dutta
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organizational 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 organization'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 organization 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. Organizations 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

## METHODOLOGY:

The programme would be conducted in an experience-sharing mode, encouraging free interaction amongst the participants and faculty.

## WHO SHOULD ATTEND?

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

“ 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

Duration	: 3 days
Dates	: July 10-12, 2017
Programme Director	: Prof. Vinay Dutta
Fees	: Rs. 24,000 (Non-Residential)*
	: Rs. 38,000 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

This programme is about financial prudence-about knowing what the number really means in business. It is specially designed for the business executives who need to understand what is happening in their respective organizations from a financial and decision making perspective. It provides the financial knowledge functional managers require in running the business efficiently and effectively.

### OBJECTIVES:

- Giving an insight into the fundamentals of accounting and finance
- Examining and analyzing the common myths about finance and interface of finance and functional managers
- Learning what the numbers really tell
- Developing capabilities for using financial prudence in making day to day operational decisions

### CONTENTS:

- Relevance of financial prudence for functional managers
- Basic concepts of financial and management accounting
- Understanding basics of financial statements in general and through latest annual report of a listed company in particular:

Balance sheet basics, Income statement and Cash flow statement basics

- Role of sales managers in improving company's cash flows and profitability
- Financial ratio analysis
- Fundamentals of costing and capital budgeting, from decision making perspective
- Interpretation of economic and financial news
- Working capital management
- Financial markets and financial instruments
- Basics of personal financial planning

### METHODOLOGY:

The course uses participative discussion, cases and practical assignments to achieve the learning objective. Participants are encouraged to bring their problems to the course with an objective to learn through discussion and experience sharing.

### 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.

“

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)

”



## Financial Reporting As Per Converged Indian Accounting Standard

Duration	: 1 day
Date	: March 8, 2018
Programme Directors	: Prof. Vandana Gupta, Prof. Ambrish Gupta & Prof. Himanshu Joshi
Fees	: Rs. 8,000 (Non-Residential)* : Rs. 15,000 (Residential)* * plus Service Tax @ 15%

### OBJECTIVES:

1. To let the participants understand the issues and challenges thrown up by emergence of IND ASs.
2. To impart them broad understanding of select IND ASs.

### CONTENTS:

- Ind AS: Emerging issues and challenges
- Ind AS on borrowing costs
- Ind AS and changes for mergers, acquisitions
- Ind AS and impact on Risk Management

### METHODOLOGY:

Interactive mode including reading material, discussion

### WHO SHOULD ATTEND?

- Companies, Practicing CA firms and business schools.
- Finance executives working in the industry, young Chartered Accountants in practice and faculty needing exposure to financial reporting.



## Foreign Exchange Risk Management

Duration	: 2 days
Dates	: December 21-22, 2017
Programme Director	: Prof. Himanshu Joshi
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (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

### METHODOLOGY:

Interactive mode of teaching, including case studies, practical exercises and group discussions involving the participants.

### 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.

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

Duration	: 2 days
Dates	: November 20-21, 2017
Programme Director	: Prof. Vandana Gupta
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

### OBJECTIVES:

- Concept of financial restructuring : CDRs, SDRs, need for Bankruptcy law
- To understand concept of valuations
- Benefit of valuations to different end-users : brand valuation, enterprise valuation, value to shareholders, valuation for mergers and acquisitions, valuation of private firms
- Building valuation models using excel

### CONTENTS:

- Financial and Asset restructuring including corporate debt restructuring, strategic debt restructuring, divestment strategies by corporates
- Purpose of valuations
- Asset valuation, firm valuation and
- Dividend models: Gordon models, Two-stage and Three-stage models
- Free cash flow models: FCFF and FCFE: determining growth rates, discount rates, tax rates, two-stage and three-stage models
- Relative Valuation tools : PE multiple, EV/EBIDTA, P/BV, P/Sales
- Valuation for Leveraged Buyouts
- Brand Valuations
- Valuation of a Private Limited Company
- Valuations of M&A: Determining swap ratio, minimum offer price, maximum price, premium paid
- Measuring synergy in M&A: operational synergy, financial synergy

### METHODOLOGY:

Interactive mode of teaching including reading material, numericals, case studies, building models in excel.

### WHO SHOULD ATTEND?

Companies in both private and public sectors, banks and financial institutions, Investment Banks, other companies in Financial Services sector.

Professionals, bankers, instructors, institutions and executives engaged in public and private sector enterprises working in the fields of strategic planning, capital budgeting, finance, and valuation.

Duration	: 2 days
Dates	: September 7-8, 2017
Programme Director	: Prof. Himanshu Joshi
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

The course on Spreadsheet Modeling for Financial Analysis 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, Simulation and (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 optimization and risk management 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.
- Simulation of financial data, forecasting stock prices and other financial time series data.
- 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 optimization, corporate finance and risk management.

### 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.
- Optimization 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.
- Stock Price Simulation.

### METHODOLOGY:

Interactive mode of teaching including case studies, and practical exercises and model building using MS Excel.

### WHO SHOULD ATTEND?

Medium and Large scale companies in private and public sectors, financial services firms, Banks and Non-Banking Finance Companies, Investment Banks.

Professionals, bankers, instructors, institutions and executives engaged in public and private sector enterprises working in the fields of strategic planning, capital budgeting, finance, and valuation.



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



<b>Duration</b>	: 2 days
<b>Dates</b>	: December 4-5, 2017
<b>Programme Director</b>	: Prof. Vinay Dutta
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 Oil India Limited executives 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:

- 1) Fundamentals of personal finances: Purpose of money, money and happiness
- 2) Emotional and financial aspects of personal financial planning: Life situation and personal values, economic, emotional and social factors affecting financial planning
- 3) 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
- 4) Goal setting: Financial and non-financial goals, goal-setting process, monitoring goals
- 5) Retirement planning: Basics of retirement planning, retirement options, planning for retirement cash flows, adjusting retirement living expenses, preserving and rebalancing of portfolio on retirement
- 6) Investment options at pre and post retirement phase, factors affecting choice of investments, and
- 7) Estate Planning: What is estate planning? Nomination versus Will, Will versus Gift, Types of Will, Drafting sample will.

### METHODOLOGY:

An interactive mode of teaching by engaging the participants through use of case studies, practical exercises and group discussions.

### WHO SHOULD ATTEND?

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





## INFORMATION TECHNOLOGY

- **Advanced Microsoft Excel for HR Managers**
- **Advanced Microsoft Excel for Managers**
- **Building Business Intelligence form Social Media**
- **Data Analytics: Introduction to R Software**
- **Google: Search Engine Optimization and Search Engine Marketing (SEO and SEM)**
- **How to Summarize and Present Your Business Data**
- **Online Payment Systems and Data Security**





Duration	: 2 days
Date	: August 22-23, 2017
Programme Director	: Prof. Rajneesh Chauhan
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organizations 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.

### OBJECTIVE:

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 and Text Formulas
- 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

### METHODOLOGY:

This is a completely hands on course. Desktops will be made available at FORE. But in case you are interested you are welcome to carry your own laptops with Excel 2013 as well.

### 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.

Duration	: 2 days
Dates	: November 15-16, 2017
Programme Director	: Prof. Rajneesh Chauhan
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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.

### OBJECTIVE:

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), Date Formulae
- 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

### METHODOLOGY:

This is a hands on course. Desktops will be made available at FORE. But in case you are interested you are welcome to carry your own laptops with Excel 2013 as well.

### WHO SHOULD ATTEND?

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

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

Duration	: 1 day
Date	: April 24, 2017
Programme Director	: Prof. Shilpi Jain
Fees	: Rs. 8,000 (Non-Residential)*
	: Rs. 15,000 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION & OBJECTIVES:

The proliferation and popularity of digital platforms have changed the ways of doing business and expression of thoughts. The present day customers are using open and easy to access social media platforms frequently for expressing their opinions, be it for appreciation or grievance. Social media platforms have become powerful tools that compel organizations to act fast and fulfill various promises made to customers. Conversely, businesses can access rich data from diverse stakeholders (e.g. customers, employees, retailers etc.) in the form of posts, likes, comments, trends, expert advice, and ratings, which further improve their strategic decision making ability in such areas as costs, product expansion, market expansion etc. Social media and business intelligence are inseparable, and their integration allows organization to have greater audience reach, effective segmentation, targeted and customized marketing. In addition, it probably enables the organizations to lower costs by having answers to questions like: when should the organization use a twitter handle? What is the best time to publish or broadcast their offers / freebies? What is trending?

This one day executive program draws together technology and business perspectives in order to understand the implications for social-media enabled businesses. The program is especially designed for managers, executives, sales & marketing personnel to understand business intelligence in theory and practice, and how to combine it with powerful social media tools for new business opportunities.

### CONTENTS:

1. Introduction to communication channels and the business implications of these new social media technologies.
2. Theoretical underpinnings of social organizations and structures.
3. Introduction to technologies associated with business intelligence, big data and data analytics
4. Analysis, interpretation and management of social media data for new business opportunities using industry application tools .

### SPECIAL FEATURES

1. No special programming skills required
2. Ample case studies will be discussed
3. Practical exposure with industry specific tools like Orange, Tableau, Zoho Social

### METHODOLOGY:

Business Case Studies and hands-on data analysis with Industry specific tools.

### WHO SHOULD ATTEND?

Working professionals from any industry domain.

Duration	: 1 day
Date	: January 24, 2018
Programme Director	: Prof. Rajneesh Chauhan
Fees	: Rs. 8,000 (Non-Residential)*
	: Rs. 15,000 (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 organizations becoming bigger and digitization pervading all parts of the organization, 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 Data Analytics
- R Software and R Studio
- Variables, Vectors and Data Frames in R
- Working with Files, Data Exploration in R
- Visual Analytics in R
- Building and Evaluating Regression Models in R
- Decision Trees in R.

### METHODOLOGY:

This is a hands on course. Data sets will be provided during training. Desktops will be made available at FORE.

### WHO SHOULD ATTEND?

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

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

## Google: Search Engine Optimization and Search Engine Marketing (SEO and SEM)

Duration	: 2 days
Dates	: May 18-19, 2017
Programme Director	: Prof. Rakhi Tripathi
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

There is a need to understand the emerging digital technologies and the impacts of digital innovations on business functions, firm strategies, and policy across a number of industry verticals. SEO is the process of improving the visibility of web-based offerings in a search engine's un-paid search results to ensure greater visibility, brand building and targeted traffic from the web and greater revenue generation from sales conversion. SEM on the contrary involves promotion of websites by increasing their visibility in search engine results pages primarily through paid advertising.

### OBJECTIVES:

This program aims to provide an understanding of the digital strategies and critical management issues centered on Search engine optimization (SEO) and Search engine marketing (SEM).

### CONTENTS:

- How does search engine work
- Search Engine Optimization
- Google AdWords
- Search Engine Marketing
- Google AdSense

### WHO SHOULD ATTEND?

The program is designed for management professionals managing online activities in an organization, and is looking forward to take these activities to the next level and leverage the power of the Web. Also, this program is for entrepreneurs who are keen to start off a venture which requires low capital expenditure and generates high returns on investment.

## How to Summarize and Present your Business Data

Duration	: 1 day
Date	: May 29, 2017
Programme Director	: Prof. Shilpi Jain
Fees	: Rs. 8,000 (Non-Residential)*
	: Rs. 15,000 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION & OBJECTIVE:

Effective and meaningful data presentations go beyond aesthetics; they facilitate organizations to make precise and useful decisions from the variety of data available to them. One picture is worth a thousand word. Through this course, the participants will be able to summarize and 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.

### CONTENTS:

- Introduction to data summarization, visualization and presentation
- Types of Visuals
- Presentation Design Principles
- Summarize and Present data using industry specific tools such as Tableau, Orange, Power BI, Piktocharts etc.
- Create Visuals from Multiple Datasets in the form of Infographics & Dashboards

### METHODOLOGY:

75% hands on using tools and business cases, 25% concepts.

### WHO SHOULD ATTEND?

Working professionals and managers from any business domain.

“

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

”



<b>Duration</b>	: 1 day
<b>Date</b>	: May 5, 2017
<b>Programme Director</b>	: Prof. Rakhi Tripathi
<b>Fees</b>	: Rs. 8,000 (Non-Residential)*
	: Rs. 15,000 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

Along with the information technology, the Internet high speed development, electronic commerce has caused the current distribution realm significant transformation gradually. In the electronic commerce practice, the online electronic payment is the electronic commerce essential link, also is the foundation condition which electronic commerce can smoothly develop. Not the corresponding real-time electron payment means coordinate, electronic commerce only can be does not have the practical significance “the hypothesized commerce”, but is unable to realize on the genuine net the transaction. The on-line electronic payment is the electronic commerce development core, is completes on the net the transaction essential step, also is at present restricts the domestic network application development a bottleneck.

### OBJECTIVES:

This program aims to provide an understanding of different online payment systems and security issues around them.

### CONTENTS:

- Online payment systems for E-commerce
- Types of online payment systems
- Mobile payment systems
- Security issues

### WHO SHOULD ATTEND?

The program is designed for management professionals managing online activities in an organization, and is looking forward to take these activities to the next level and leverage the power of the Web. Also, this program is for entrepreneurs who are keen to start off a venture which requires low capital expenditure and generates high returns on investment.



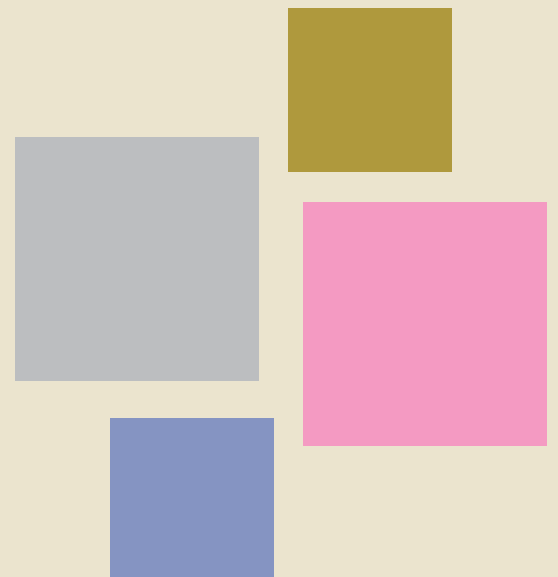
“ Every morning we are born again. What we do today is what matters most. ”  
- Gautam Buddha





# MARKETING

- **Applied Marketing Research Techniques**
- **Creating Winning Sales Teams**
- **Customer Management in a Digital Marketing Space**
- **Digital Marketing : Winning Concepts and Practices**
- **Marketing Strategies for winning in India and Emerging Markets**
- **Product Management**
- **Social Media Marketing and Social Listening**





Duration	: 2 days
Dates	: July 20-21, 2017
Programme Directors	: Prof. Sunny Arora & Prof. Asif Zameer
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

**INTRODUCTION:**

Economic reforms and globalization of the Indian economy have brought distinct changes in Indian markets. Markets have become competitive and diverse. As consumers have more choices, they also have become choosier. Consequently marketing decisions have become more complex.

On the other hand, more information is now available on Indian markets, product offerings, and consumer preferences and choices so that marketing decisions could be taken in the light of current market reality and future trends.

**OBJECTIVES:**

- Statistical tools for data analysis like regression analysis, factor analysis, discriminant analysis, conjoint analysis, multidimensional scaling, data mining approaches are becoming increasingly relevant for understanding customers, segmenting them, and devising strategies to attract and retain them.
- The programme has been designed to help participants acquire skills in using statistical tools in some of the key marketing decisions.

**CONTENTS:**

- Marketing Decisions: Choice of Markets, Market Segmentation, Product Positioning, Product/Offer Design, and Test Marketing
- Tools for Analyses: ANOVA, Correlation, Multiple Regression, Discriminant Analysis and Logistic Regression, Factor Analysis, Models for Pre-test marketing
- Qualitative data analysis techniques ZMET, Content Analysis, Ethnography, Netnography, Grounded Theory, Projective Techniques.

**METHODOLOGY:**

The programme methodology would be using case studies which will be solved using software like SPSS. Also, in class discussion and hands on practice sessions will provide an opportunity for participants to apply newly learned tools and techniques which would help in gaining knowledge and confidence.

**WHO SHOULD ATTEND?**

Employees of Research and Consultancy firms, persons in MIS departments of all types of organizations, marketing faculty interested in Research etc.

Duration	: 2 days
Dates	: December 18-19, 2017
Programme Directors	: Prof. Asif Zameer & Prof. Anupam Narula
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

**INTRODUCTION:**

Sales force is the face of the organization 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 organization. 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 organization, 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.

**METHODOLOGY:**

Discussions, case studies, role plays and exercises are the key sources of interaction and learning. The programme is designed on the participant centric learning approach.

**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.



Mind is everything. You become what you think.



– Gautam Buddha



Duration	: 2 days
Dates	: December 7-8, 2017
Programme Director	: Dr. Jitendra K. Das
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

With the liberalization 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 organizations, 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:

- 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.

### METHODOLOGY:

Content will be covered through lectures, cases, interactions and presentations.

### 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.

Duration	: 2 days
Dates	: September 18-19, 2017
Programme Director	: Prof. Payal S. Kapoor
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

Increasing usage of Digital platforms, both by the consumer as well as marketer has altered customer-marketer-brand relationship at several points of the consumer decision journey. Digital platforms has not only got consumers connected, has allowed marketer to engage with the consumer which was not possible earlier. There is a surge in the ways digital platforms are being used regardless of the industry, domain, or location. Every business needs to understand the power of digital marketing strategies to reach to their audience and market their offerings. This program will introduce several new frameworks, case studies and applications of digital marketing strategies in different organizations.

### OBJECTIVES:

- Understanding digital media vis-à-vis traditional media
- Develop understanding of user behavior on digital platforms
- Develop understanding regarding digital strategies to be adopted to reach out to customers via social media and other digital platforms
- Understand how digital backed marketing strategies can be leveraged in business - marketing communication, reputation management and customer service.
- Introduce tools and methods for digital monitoring and research

### CONTENTS:

- Marketing Strategies for the Digital World
- Content marketing in the digital age
- Marketing mix of Digital Marketing
- Digital Advertising: Search and Display
- Web development, design and copy
- Search engine optimization, e-mail marketing
- Social Media Marketing: Facebook, Twitter, LinkedIn
- Web Analytics

### METHODOLOGY:

The pedagogical mix for the program will be a judicious combination of lectures, interactive exercises and cases discussion for learning and conceptual understanding.

### 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.

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

## Marketing Strategies for Winning in India and Emerging Markets

<b>Duration</b>	: 2 days
<b>Dates</b>	: February 8-9, 2018
<b>Programme Director</b>	: Prof. Anupam Narula
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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.

### METHODOLOGY:

The Programme will be highly experiential and interactive, comprising case studies, exercises, classroom lectures, articles and video presentations of industry experts. The programme is designed on the participant centric learning approach.

### 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.

“ 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

”

Duration	: 2 days
Dates	: August 28-29, 2017
Programme Director	: Prof. Sunny Arora
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION & OBJECTIVE:

Technology-related companies place a huge emphasis on developing new products. In this competitive world, product-related technology companies are in the race of developing newer technology products outdoing their competitors. Companies assign targets to their employees for developing products at lightning speed and incentivize them for the same. The focus on product development may lead to an incomplete understanding of the customer for whom the product is designed.

This program will help companies in the domain of technology-related product development to gain a deeper understanding of the target customer in ways and means not understood before. The program will employ techniques that use contemporary theories of product marketing. The 2-day compact module would engage participants in multiple exercises to provide them with a hands-on experience to gain knowledge, skills and tools to effectively plan and market technology products and design marketing strategies over competition.

### CONTENTS & METHODOLOGY:

- Product planning using product roadmap, product launch plan, personas and scenarios, user experience design;
- Market launch planning through marketing plan, various routes to market and methods of customer acquisition;
- Sales enablement by sales training, lead generation methods, collateral and sales tools, customer evangelism and thought leadership;
- Market analysis through understanding of customer relationship management and customer insights.

### WHO SHOULD ATTEND?

- This program is highly recommended for managers and engineers of IT companies and other technology companies. The participants with the following profiles can be invited for the program.
- Visualizers, Product Marketing Managers/VPs, Marketing Communication Managers/VPs, Content and Strategic Marketing Managers/VPs, Marketing Managers/VPs.

Duration	: 2 days
Dates	: January 15-16, 2018
Programme Director	: Prof. Payal S. Kapoor
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 social media vis-à-vis traditional media
- Develop understanding of user behavior on social media
- Understand the strategic role of how social media can be leveraged in business - marketing communication, reputation management and customer service.
- Understand relevance of social media across product categories
- Introduce tools and methods for "Social Listening"- brand monitoring and research

### CONTENTS:

- Social media landscape – categories, emerging trends, distinction from traditional media, social media tools
- Social media user behavior – selective theories, cyberpsychologica, network-related and interface-related features influencing user behavior

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



- Social media mix – strengths and weaknesses of various platforms and alternatives, best practices
- Influencer-led marketing, content marketing and viral marketing
- Social media metrics
- Other versus Marketer – product category comparison
- Social listening – quantitative research and brand monitoring through social media.

#### **METHODOLOGY:**

The pedagogical mix for the program will be a judicious combination of lectures, interactive exercises and cases discussion for learning and conceptual understanding.

#### **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.

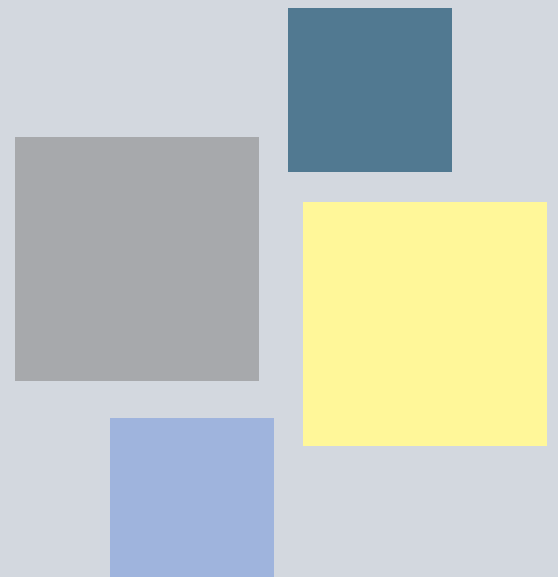






# ORGANISATIONAL BEHAVIOR & HUMAN RESOURCE

- Coaching & Mentoring for Personal and Professional Success
- Effective Negotiation Skills
- Enhancing Managerial Effectiveness
- HR Analytics and Social Media
- Managerial Leadership and Team Building
- Problem Solving and Decision Making
- Training of Trainers



Duration	: 2 days
Dates	: October 9-10, 2017
Programme Director	: Prof. Sanghamitra Buddhapriya
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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. Organizations 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 organizational 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 organization.

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 organizational 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 organization development.

### METHODOLOGY:

Training will be delivered through the use of interactive methods. These will include:

- Self-assessment inventories and psychometric tests
- Case studies
- Group discussion
- Role play
- Lecture.

### WHO SHOULD ATTEND?

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

Duration	: 3 days
Date	: September 13-15, 2017
Programme Director	: Prof. Prachi Bhatt
Fees	: Rs. 24,000 (Non-Residential)*
	: Rs. 38,000 (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 skilled and capabilities to influence decisions in negotiation situations professional and personal, to forge better deals.

### CONTENTS:

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

### METHODOLOGY:

Program would be delivered through a combination of:

- Role plays
- Case Discussion
- Industry interaction.

### WHO SHOULD ATTEND?

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

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

<b>Duration</b>	: 3 days
<b>Dates</b>	: July 3-5, 2017
<b>Programme Directors</b>	: Prof. Subir Verma, Prof. Neeraj Kumar & Prof. Priyanka Jaiswal
<b>Fees</b>	: Rs. 24,000 (Non-Residential)*
	: Rs. 38,000 (Residential)*
	* plus Service Tax @ 15%

### INTRODUCTION:

Organizations in their continuous march towards excellence are striving to outdo and outperform their competitors. Failing this they are under constant threat of being wiped out. Managers are struggling to perform better and better lest they are outwitted by their colleagues and competitors. 'Managerial Effectiveness' is a sine-qua-non for all managers and an opportunity to stay relevant.

This 3-day program is a high energy program, the underlying theme being that 'by doing, one becomes'. That is, by doing what effective managers do, one becomes an effective manager. This is a completely action-oriented programme where learning comes through performing in simulated conditions and then receiving peer feedback. The feedback is facilitated by the trainer and this becomes a very powerful motivation for learning. The transfer of training to the workplace is high because the participants accept the learning that comes through doing and real-time feedback.

### OBJECTIVES:

After attending this program the participants would be able to enhance their effectiveness at:

- Managing Tasks
- Managing Self
- Managing & Leading Teams.

### CONTENTS:

- Personal Effectiveness

- Understanding self
- Interpersonal Effectiveness – Communication, Assertiveness and Feedback
- Harnessing emotions towards effectiveness
- Team Effectiveness
  - Understanding team processes essential to effectiveness
  - Communication within team. Team Briefing. Handling conflicts constructively
  - Motivating
- Task Effectiveness
  - Setting challenging objectives and getting team commitment
  - Defining goals and setting standards
  - Maintaining integrity of goals, tasks and standards
  - Monitoring, Leading, Recognizing and Rewarding Effort.

### METHODOLOGY:

Our approach in the programme would be to help the participants gain insights by providing hands-on real-time assistance, simulation exercises, worksheets, instruments, checklists, experience sharing and interactive presentations.

### WHO SHOULD ATTEND?

The programme is designed for middle and senior level managers of public and private sector organizations, MNCs, banks, financial institutions, government departments and other organizations/institutions.

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

Duration	: 2 days
Dates	: September 11-12, 2017
Programme Directors	: Prof. Subir Verma, Prof. Prachi Bhatt & Prof. Bishakha Majumdar
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (Residential)* * plus Service Tax @ 15%

**INTRODUCTION:**

Recently, organisations of all sizes and geographical representation have been trying hard to manage the challenges of the human capital issues. Hence the need to be adept at planning and interpreting your organization's "people metrics" has grown in order to steer business performance. But the challenge then is to understand the HR analytics in order to uncover meaningful insights and improve decision making about people. At the same time linking these insights with the overall strategies of an organisation is equally important. Here HR A also tries to sync the talent activities and the organization as a whole.

Research has shown that high performing organisations are more likely to understand and use HR analytics. This program would help understand the basic underpinnings of HR analytics, the process, and application of an effective HR analytics program. Also, given their promising potential, the interest in using data from social media in HR analytics has gained importance recently. Hence it would be relevant to explore some key applications and discuss challenges involved therein.

This program will help the participants to understand the underlying meaning and importance of HR analytics and to equip themselves with the knowledge of the techniques and tools of HR analytics, and their application.

**OBJECTIVES:**

- Understanding the relevance of the emerging field of HR analytics
- HR Analytics and using their insights impactfully
- Understand the crucial role of HR analytics for leveraging HR activities
- Aligning HR Analytics and Business Strategies
- Linking social media and HR analytics for business performance.

**CONTENTS:**

- Evolution and Conceptual understanding of HR Analytics
- Developing insights from HR analytics
- Data sources, Statistical tools and techniques
- Leveraging and Aligning HR activities with HR Analytics
- Social media as a data source for HR analytics
- Linking HR Analytics with the HR strategies to business outcomes.

**METHODOLOGY:**

A blend of interactive discussions, case studies, individual and group exercises, and experience sharing.

**WHO SHOULD ATTEND?**

Senior and middle level executives of public and private sector organizations largely in HR domain, HR Heads, HR Managers, Strategic Planners, Consultants, or independent practitioners. However, the programme will also be useful to other managers who are facing people related challenges and interventions.

Duration	: 2 days
Dates	: January 11-12, 2018
Programme Director	: Prof. Sanghamitra Buddhapriya
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (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.

**METHODOLOGY:**

Our approach in the programme would be to help the participants gain insights by providing hands-on real-life assistance through case studies, simulation exercises, worksheets, checklists, experiential sharing etc. besides lecture method.

**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.

“ Live as if you were to die tomorrow. Learn as if you were to live forever. ”  
– Mahatma Gandhi



Duration	: 2 days
Dates	: August 3-4, 2017
Programme Directors	: Prof. Sanghamitra Buddhapriya & Prof. Neeraj Kumar
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (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 organizations
- 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.

### METHODOLOGY:

A mixed pedagogy of lectures, videos, cases, exercises, and subject oriented games would be followed in an experiential learning environment.

### WHO SHOULD ATTEND?

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

Duration	: 3 days
Dates	: May 22-24, 2017
Programme Director	: Prof. Neeraj Kumar
Fees	: Rs. 24,000 (Non-Residential)* : Rs. 38,000 (Residential)* * plus Service Tax @ 15%

### INTRODUCTION:

In the present era of globalization, competitive pressures are intensifying and organizations are under tremendous pressure to enhance their performance. Core competencies and expertise give the organizations an edge over their competitors and training plays a pivotal role in developing and strengthening these competencies. Modern organizations 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 organizations. 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 organization. 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 organizational productivity.

### CONTENTS:

- Overview of current and emerging organization 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 organizational strategy
- Creation and management of learning culture at work place.

### METHODOLOGY:

The program will be a dynamic event where participants and faculty will engage in discussion and debate and the programme contents would be mainly delivered through experiential learning.

### WHO SHOULD ATTEND?

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

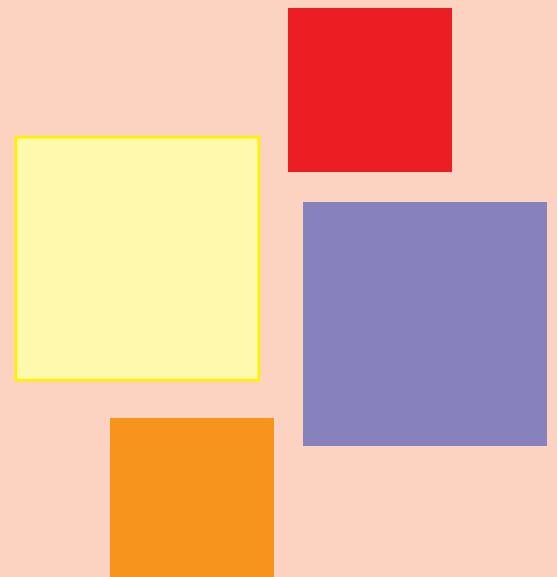
“ Education is the best friend. An educated person is respected everywhere. Education beats the beauty and the youth. – Chanakya ”





## QUANTITATIVE TECHNIQUES & OPERATIONS

- **Advanced Excel Training**
- **Decision Making Techniques for Managers**
- **Effective Purchasing Skills**
- **Making the Supply Chain Responsive**
- **Project Management**
- **Quality Analytics**
- **Strategic Sourcing**





Duration	: 2 days
Dates	: July 27-28, 2017
Programme Director	: Prof. Sumeet Kaur
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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.

**OBJECTIVE:**

This Excel 2016 advanced training course, is much more than a quick way to add up numbers. In this course you will learn advanced features. By the conclusion of this advance course, you will master the advanced features and functions of this software.

**CONTENTS:**

Microsoft Excel 2016 Advanced

1. Essential worksheets operations
2. Working with cells and ranges
3. Introducing Tables
4. Removing Duplicate Rows
5. Sorting & Filtering Tables
6. Filtering tables with slicers
7. Creating Subtotals
8. Understanding data with conditional formatting Charts
9. Introducing Formulas and Functions
10. Text Function
11. Date & Time Function
12. The IF Function: what it is, and how to use it
13. COUNTIF, COUNTIFS, COUNTA COUNTBLANK Function
14. SUMIF, AVERAGEIF, SUMIFS, AVERAGEIFS Function
15. Introducing array formulas
16. Vlookup, Hlookup
17. Match function
18. Index function
19. Goal Seek
20. Using Solver
21. Tracking and Reviewing Changes
22. Text to table.

**METHODOLOGY:**

100% hands on

**WHO SHOULD ATTEND?**

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

Duration	: 2 days
Dates	: August 30-31, 2017
Programme Director	: Prof. Hitesh Arora
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 (Optimization)
- 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).

**METHODOLOGY:**

The programme covers the contents in simple terms with step-by-step procedures in interactive sessions.

**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.

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



Duration	: 2 days
Dates	: June 5-6, 2017
Programme Director	: Prof. Mohita Gangwar Sharma
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organizational 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 Organization
- Source identification, development and evaluation
- Reverse auction and e-purchasing
- International procurement
- Contract management
- Purchasing – A Profit Centre.

**METHODOLOGY:**

Training will be delivered through the use of interactive methods. These will include:

- Case studies
- Interactive exercises
- Experience sharing
- Conceptual presentations.

**WHO SHOULD ATTEND?**

Entry Level and Middle level procurement managers and decision makers from cross-functional areas would benefit from this programme.

Duration	: 2 days
Dates	: November 23-24, 2017
Programme Directors	: Prof. Mohita Gangwar Sharma & Prof. Vikas Chandra
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (Residential)*
	* plus Service Tax @ 15%

**INTRODUCTION:**

Globalization 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 organizational profitability. Supply chain here has been projected as an enabler 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
- designing and restructuring supply chain management with a strategic perspective
- 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.

**METHODOLOGY:**

- Case studies
- Interactive exercises
- Experience sharing
- Conceptual presentations.

**WHO SHOULD ATTEND?**

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

“ 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 ”

Duration	: 2 days
Dates	: September 5-6, 2017
Programme Directors	: Prof. Mohita Gangwar Sharma & Prof. Hitesh Arora
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (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.

**METHODOLOGY:**

The methodology would include an appropriate mix of lectures, experience sharing, discussions, case studies and group activities.

**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.

Duration	: 2 days
Dates	: July 17-18, 2017
Programme Director	: Prof. Mohita Gangwar Sharma
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (Residential)* * plus Service Tax @ 15%

**INTRODUCTION:**

Maintaining Quality in Management is imperative for the success of Organizations. Globally the Japanese and American Schools of thoughts on Quality have provided different perspectives which impact Quality at all levels. Looking at Quality objectively through analytics gives perspectives on the status and direction for improvement for organisation.

**OBJECTIVES:**

Quality exists in products and processes. For improvement in Quality this has to be ascertained at all levels. To learn the various analytical tools which could be used to assess and improve Quality.

**METHODOLOGY:**

Software Tools and application, Case studies and Lecture presentation.

**WHO SHOULD ATTEND?**

Employees working in the area of Quality and Operations would be benefitted both at the entry and at the middle level.



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



– Unknown

<b>Duration</b>	: 2 days
<b>Dates</b>	: May 1-2, 2017
<b>Programme Directors</b>	: Prof. Mohita G. Sharma & Prof. Vikas Chandra
<b>Fees</b>	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (Residential)* * plus Service Tax @ 15%

### INTRODUCTION:

The quest for cost reductions is a perennial business endeavour and procurement has always played a major role in this effort. However as the environment becomes more competitive and dynamic, there is a need to re-evaluate and re-configure the cost reduction effort in the light of new developments, such as globalization, enhanced competition, technology development, new managerial ideas and approaches, better informed and more demanding customers, there is a need for a more modern and relevant approach. This MDP aims to introduce such an approach called "STRATEGIC SOURCING".

Strategic Sourcing is a new paradigm, with the objective of a 360-degree strategic evaluation and re-engineering of sourcing, procurement and supply chain process and activities, to make them more effective and efficient in the quest for delivering value and reducing costs.

### OBJECTIVES:

The aim of this program is to introduce and inform participants about the new concepts, tools and methods which comprise the new approach and enable familiarity and understanding in the use of these methods by way of workshop and cases.

### CONTENTS:

S1: The Strategic Sourcing Process-this session will describe the

7-step strategic process and present an overview of the contents of the program.

- S2: Spend Analysis/Commodity Profiling-the first step of the process seeks to describe the methods used to study the commodity profile and expenses, specifications and gap analysis etc
- S3: Internal Supply Chain Analysis-exploring opportunities for cor costs via study of demand drivers, specs analysis, standardization, process analysis and simplifications, total cost of ownership, value analysis.
- S4: Supplier Market Analysis-profiling the supply market, number and profiles of suppliers, bargaining strengths, supplier economics using Porter's Industry analysis and value chain analysis and costs modeling etc.
- S5: Purchasing Strategies-various strategies such as volume leveraging, best price analysis, global purchasing, supply base reduction, partnering, Kraljic matrix and their relevance in appropriate scenarios.
- S6: Supplier Identification, Evaluation, Selection, Development Management-new insights and methods, RFI,RFP,RFQ issues,selection criteria, assessment techniques such as RPA,performance evaluation and contract management and contract risk.
- S7: Implementing the Sourcing Strategy-using stakeholder analysis, project management,change management and team approach to implement and sustain the new strategy.
- S8: Workshop-Writing the Commodity Strategy and Plan-participants will work on developing a sample Commodity strategy.



“ 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 ”









## STRATEGIC MANAGEMENT

- **A Consultants Tool-Kit for Solving Strategic Problems & Enhancing Business Performance**
- **Assessing Geopolitical Risks for Doing Business in Asia-Pacific Region**
- **Developing an Intrapreneurial Mindset at Workplace**



## A Consultants Tool-Kit For Solving Strategic Problems & Enhancing Business Performance

<b>Duration</b>	: 2 days
<b>Dates</b>	: June 29-30, 2017
<b>Programme Directors</b>	: Prof. Anil Kumar Singh & Prof. Muqbil Burhan
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 26,500 (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 organization, 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 organizational 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 organizations. 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 organizations.
- Ability to analyze an organization's resources and capabilities.

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

- Understand the complexity of an organizations environment in terms of strategic concepts and frameworks

- Recognize the implications of strategic decisions on an organization'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
- Tools for market and portfolio analysis
- Industry analysis frameworks and tools
- MECE approach
- Strategy implementation framework and tools
- Value chain analysis & mapping value configurations
- Early warning scans & War gaming
- Scenarios and developing Maverick Strategies.

### METHODOLOGY:

The programme will use a mix of lectures, case & situation analysis, exercises, and group work to fulfill its objectives.

### 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.



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



– Mahatma Gandhi

## Assessing Geopolitical Risks for Doing Business in Asia-Pacific Region

Duration	: 2 days
Dates	: November 9-10, 2017
Programme Director	: Prof. Faisal Ahmed
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (Residential)* * plus Service Tax @ 15%

### INTRODUCTION:

With the government seeking to redefine India's engagements with the world, it is imperative that the businesses are increasingly becoming more concerned about the policy and geopolitical scenarios. The relation between the countries and their geopolitical stances are greatly influencing the multinational companies and businesses in one way or the other. This programme will examine how geopolitics affects trade and business, and what are the implications for industry professionals. Interestingly, the Asia-Pacific region constitutes of developed as well as developing economies viz. Australia, Brunei, Canada, Chile, China, Hong Kong, Indonesia, Japan, Republic of Korea, Malaysia, Mexico, New Zealand, Papua New Guinea, Peru, The Philippines, Russia, Singapore, Chinese Taipei, Thailand, the United States, and Viet Nam.

### OBJECTIVES:

This two-day programme aims at developing analytic insights on issues related to business, trade and geopolitical scenario/ risks affecting the business and the MNCs. It will equip the participants with the much-desired knowledge base to comprehend and appreciate the geopolitical risks and to make informed business decisions.

### CONTENTS:

- Introduction to geopolitics and the Asia-Pacific region
- Outlining and assessing various geopolitical issues in Asia-Pacific
- Impact of geopolitical challenges on business
- India's relations with the Asia-Pacific countries: challenges and potential
- Case studies on relevant issues
- Managerial implications of geopolitical risks for decision-making.

### METHODOLOGY:

Interactive mode based on lecture, case study and discussion.

### WHO SHOULD ATTEND?

This programme is open to all industry professionals. Professionals from those companies which have business interests in the Asia-Pacific region are encouraged to apply.

## Developing an Intrapreneurial Mindset for Effective Leadership

Duration	: 2 days
Dates	: July 24-25, 2017
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 26,500 (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 organization 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 in the workplace. Nothing is more important than building a legacy and reputation. 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 organizational goals.

### CONTENTS:

- Importance of Intrapreneurial mindset at workplace
- Mapping of Intrapreneurial Competencies
- Creativity & Innovativeness and Building 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 Organizations, Government Departments and other sectors like Tourism, Hotel, BFSI, Advertising and Hospitals etc.

“ 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 ”

## Faculty at FORE\*

**Dr. Jitendra K. Das**  
**Prof. Alok Kumar**  
**Prof. Ambrish Gupta**  
**Prof. Anil Kumar Singh**  
**Prof. Anita Tripathy Lal**  
**Prof. Anupam Narula**  
**Prof. Ashok Kumar Harnal**  
**Prof. Asif Zameer**  
**Prof. Bishakha Mazumdar**  
**Prof. Faisal Ahmed**  
**Prof. Freda J. Swaminathan**  
**Prof. Himanshu Joshi**  
**Prof. Hitesh Arora**  
**Prof. Mohita G. Sharma**  
**Prof. Mohit Anand**  
**Prof. Muqbil Burhan**  
**Prof. Neeraj Kumar**  
**Prof. Payal S. Kapoor**  
**Prof. Prachi Bhatt**  
**Prof. Priyanka Jaiswal**  
**Prof. Rajneesh Chauhan**  
**Prof. Rakhi Tripathi**  
**Prof. Reeta Raina**  
**Prof. Raman Sethi**  
**Prof. Sanghamitra Buddhapriya**  
**Prof. Savita Gautam**  
**Prof. Shalini Taneja**  
**Prof. Shilpi Jain**  
**Prof. Sriparna Basu**  
**Prof. Subhasis Bera**  
**Prof. Subir Verma**  
**Prof. Sumeet Kaur**  
**Prof. Sunny Arora**  
**Prof. Vandana Gupta**  
**Prof. Vikas Chandra**  
**Prof. Vinay Dutta**

\*As on March 22, 2017

## Profile of Programme Directors



**Dr. Jitendra K. 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>.ac.in>.



**Prof. Ambrish Gupta**, MM.Com., Ph.D., FCA, CCIT (IBFD, The Netherlands) Experience: Over 33 years

Possesses over 33 years of top level experience (Board Director, Country Head) in investment banking, primary capital market, management teaching, research and academic administration.

Recipient of 'Distinguished Management Teacher' and 'Rashtriya Gaurav' awards. Authored three books: 1. Project Appraisal and Financing (PHI) 2. Financial Accounting for Management: An Analytical Perspective (Pearson Education), 3. Inflation Accounting: The Indian Context (Kanishka). Edited 1 book: Gaagar Main Saagar-Self Realization towards Fulfillment. Published 28 papers in leading journals/other publications of repute, 4 case studies with The Case Centre UK/USA, 12 working papers under the aegis of FORE, 4 papers in the proceedings of international conferences in Germany, Macau (China), Thailand and India, 6 chapters in edited books. Presented 4 papers in international conferences. Member of the editorial board of 3 refereed international and 5 refereed national journals. Ph.D. degree of 1 scholar from Jamia Hamdard University completed under his supervision. Travelled overseas extensively for academic activities. Member of Doctoral Committee, Department of Management, Jamia Hamdard University and Capital Market Committee, PHD Chamber of Commerce and Industry. He can be reached at ambrish@fsm.ac.in.





**Prof. Anil Kumar Singh**, Associate Professor-Strategic Management Prof. Singh, with an experience of around 23 years is 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 can be reached at: <anil.singh@fsm.ac.in>.



**Prof. Anita Tripathy Lal**: Prof. 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 21 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 Heads the Centre for Entrepreneurship Development. In 2012, she has 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. Prof. 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 Organizations in today's uncertain times. She can be reached at : <anita@fsm.ac.in>.



**Prof. Anupam Narula**, Faculty of Marketing is M.A (Eco), PGDBM (Marketing) and Ph.D (Eco) and brings with him more than 19 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, Russia, 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 organizations 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. 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 Chair (Executive Education) and Area Chairperson (Marketing) at FORE. He has more than 16 years of rich industry exposure and over 12 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 organizations 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 can be reached at <asif@fsm.ac.in>.



**Prof. Bishakha Majumdar**, Assistant Professor (OB & HR), FORE School of Management, New Delhi; Fellow, Indian Institute of Management Indore.

Bishakha Majumdar is involved in teaching, research, and consultancy in the areas of Organizational Behaviour, Psychology, and Human Resource Management. She has conducted management development programmes with organizations

such as Coal India, Oriental Insurance Pvt. Ltd, and Somic ZF Components Ltd., in the areas of performance feedback, communication, leadership, and employee motivation. She has also undertaken consultancy projects with Bharat Heavy Electricals Limited, Piramal Healthcare, and Cummins Turbo technologies. She has 12 national and international publications and 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 also taught Psychology at the undergraduate and post-graduate levels in the University of Calcutta, and has been a Master Trainer for HIV/AIDS counselors under the World Bank GFATM Programme. He can be reached at: <bishakha@fsm.ac.in>.



**Prof. Faisal Ahmed** is Associate Professor of International Business at FORE School of Management, New Delhi. His research and consulting areas include economic integration, least developed countries (LDC) issues, WTO issues, and trade & geopolitics. He holds an Executive Certification in Geopolitical Analysis from Geneva, Switzerland. He has also taught at Indian Institute of

Foreign Trade (IIFT), New Delhi as a visiting faculty and has worked as Associate Director with CUTS International, a leading think tank on international trade and WTO issues. He has been consultant to the United Nations Economic and Social Commission for Western Asia, ASSOCHAM and other institutions. He has also led projects supported by the Ministry of Commerce & Industry; and Ministry of External Affairs, Govt. of India. Dr. Ahmed is frequently invited as an expert and panelist on international trade and geopolitics by various universities, think tanks, NGOs, Embassy, and international organizations in India and abroad including the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), among others. Besides, he has visited many other countries for academic work and paper presentation in international conferences and seminars. Dr. Ahmed has published research paper in refereed journals, chapter in edited books, monograph, case study in Ivey, and article on various aspects of international trade. He has also written a textbook entitled Business Environment: Indian and Global Perspective published by Prentice-Hall (PHI) Publications. He has also published an edited book Foreign Policy of India: West Asia and North Africa. Also, Dr. Ahmed has been interviewed and his opinion has been quoted in leading media including the Gulf News, UAE; and most recently on Vietnam News TV Channel. Besides, his articles have also appeared in national and international newspapers like The Financial Express, Business Standard, The Economic Times, Bangkok Post and The Santiago Times (Chile) on international trade and geopolitical issues. He can be reached at faisal@fsm.ac.in.



**Prof. Himanshu Joshi**, Associate Professor 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 organizations like MMTC, 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 UKbased insurance companies. In total, he has around seventeen 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. Mohita Gangwar Sharma**, Professor in Operations Management, 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 coveted Chevening Rolls Royce

Science and Innovation Fellowship (CRISP) and 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 published widely in International Journals and participated in National & International Conferences. 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 :** Prof. Burhan is 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 digitalization 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 33 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 Organization 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, Capgemini, 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. Payal S. Kapoor** is a faculty of Marketing at the FORE School of Management New Delhi. Prof. 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 Organization Behavior & Human Resources Management at FORE School of Management. She is Ph.D and Masters in Human Resource Management (Gold Medalist). She has over nine years of research, teaching and training experience. Her Ph.D. research deals with HRD paradigm shift

in High Performing Organizations. She is Certified in Negotiation Research and Teaching from one of the world’s best Business 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, Psychometric Research, HRM, HRD Paradigm Shift are her areas of interests. Her research experience and corporate association cover projects with Zyduz 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 organizations 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 is also Head of Centre for psychometric Research & Testing (CPRT) at FORE. She can be reached at: <prachi@fsm.ac.in>.



**Prof. Priyanka Jaiswal** is a faculty in the Department of Organizational Behavior and Human Resource Management 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 5 years of Research and 3.5 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, Behavioral Flexibility, Human Resource Management and Organizational Behaviour. She has conducted training session on behavioral flexibility for Mitsui Chemicals. She can be reached at p.jaiswal@fsm.ac.in.





**Prof. Rajneesh Chauhan:** 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](mailto:rajneesh@fsm.ac.in).



**Prof. Rakhi Tripathi,** Assistant Professor at FORE School of Management: is PhD (IIT, Delhi) and MS (Computer Science) from Bowie State University (University of Maryland System). She has an experience of more than 10 years in research. She has worked on prestigious projects on Computer Networks and E-government at IIT

Delhi. She has also presented and published several research papers in national as well as international reputed journals, conferences and books. Her current areas of interest include Computer Networks, E-government, Cloud computing, Mobile computing, Digital strategy and Social Media. She can be reached at [rakhi@fsm.ac.in](mailto:rakhi@fsm.ac.in).



**Prof. Reeta Raina** is a professor at FORE School of Management. She has over 32 years of both teaching, training and research experience. She has publications majorly in top International refereed journals and her work has been quoted and cited in various international journals. She has a research book to her credit titled “The Constitutive role

of Communication in Building Effective Organizations” published by LAMBERT - an International publishing company. She has presented papers in various international conferences and has been the recipient of Best Paper Award and Outstanding Presentations.

She is also the recipient of the Best Professor award in HRM by National Education Award sponsored by Headlines Today. She is into corporate training as well. 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 research is interdisciplinary that includes employee engagement, work engagement, organizational communication; non-verbal communication, Organizational effectiveness, listening skills etc. Her earlier assignments were with MDI, Gurgaon and Thapar University, Patiala. She has been the visiting faculty at IIFT and IITM. She can be reached at [rraina@fsm.ac.in](mailto:rraina@fsm.ac.in).



**Prof. Sanghamitra Buddhapriya** is a Professor in the Department of Organizational 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 is a 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 Mc Master University, Hamilton, Canada. She has more than twenty one years of experience in teaching, research, training and consulting. Her research interest lies in mentoring relationship, diversity management, and gender issues in management, work-life balance, and stress at work. She has authored two books and published many research articles in referred national and international journals. She is the Chairperson of Post Graduate Programmes at FORE School of Management. Prof. Sanghamitra conducts open and in-company management development programmes across level for leading public and private sector organizations 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 wide range of topics like leadership, team building, motivation, emotional intelligence, work-life balance, gender sensitivity, mentoring and coaching, interpersonal skills, managerial effectiveness, organizational 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](mailto:sanghamitra@fsm.ac.in).



**Prof. Shallini Taneja,** FPM (PhD), M.Phil. (Economics), MBA, MA (Economics). Prof. Shallini Taneja is having 13 years of experience in teaching, research and industry. She is currently serving as an Honorary Advisor, BRICS Chamber of Commerce & Industry (BRICS CCI), India. She is also a guest faculty at



Indian Institute of Corporate Affairs (IICA), under the aegis of the Ministry of Corporate Affairs GOI for the CSR courses. She is a fellow from Management Development Institute (MDI), Gurgaon. During her fellowship, she worked as a senior research fellow in a project for 6 months with her professors in AICTE sponsored National Research Project on “Corporate Social Responsibility Reporting Practices in Indian Companies”. She is the recipient of sponsorships from ISDRS, Hong Kong and The Wharton School, U.S.A. for paper presentation and attending the conferences. She has taken lectures at St. Mount Mary’s University, USA on “Business Ethics and Corporate Social Responsibility in Indian Companies”. She is the reviewer and guest editor of various national and international journals for various publishers such as sage, emerald and springer. She has attended and presented many research papers at national and international conferences. She has contributed chapters in edited books and published peer review articles in national and international journals. Her research paper published in Journal of Business Ethics (Impact factor: 1.326) had more than 140 citations in short span of 4 years. She has conducted the MDP’s on Corporate Social Responsibility (CSR) for the middle level and senior managers as well as for the Executive Directors for the various companies like NHPC, GAIL, RITES, IRCTC, J.K Cement, EXIM BANK, SBI etc. Her Areas of interest are Performance Measurement, Corporate Social Performance, Corporate Social Responsibility, Stakeholder Management, Business Environment and Sustainability. She can be reached at <staneja@fsm.ac.in>



**Prof. Shilpi Jain**, With more than 16 years of work experience Prof. Shilpi Jain began her academics career with Georgian college, Canada and University of Sudbury, Canada where she taught in Engineering and Management programs. Prior to joining FORE, she has served as a Senior Researcher at Software Engineering Labs, Infosys Limited,

where she focused on developing various tools and processes to enhance the productivity of virtual teams. She has steered several research studies in innovation management, digital technologies, e-commerce, and enterprise systems on cloud (i.e. SaaS). She has been publishing industry case studies (with organizations like Birla soft, ICICI Bank, and Sona Koyo) in reputed journals such as Ivey, ACRJ, ACRC, & AJMC, and research articles in International Conferences like AMCIS, PACIS, IGCSE, SRII, ISDSI etc. She can be reached at <shilpijain@fsm.ac.in>.



**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 sectors. Her training interests span the domains of HR and Communication, and she has conducted training workshops on change communication, crossfunctional 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 organizations like ONGC, Power Grid, NHPC, Tata Motors, Food Corporation of India, Border Security Force (BSF), Indian Military Academy Dehradun, IFFCO, British Council, Oriental Insurance and also start-up organizations 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 globalization by examining the multiple forms of globalization and evolving cultural and national identities as exhibited by the Asian economies. She has previously taught at IMI, Delhi, Indian Institute of Foreign Trade, Delhi (Visiting), Indian Institute of Technology, Kharagpur, West Bengal National University of Juridical Sciences, Kolkata and the University of Illinois at Urbana-Champaign, USA. She can be reached at sriparna@fsm.ac.in.



**Prof. Subir Verma** is Professor & Chairman, Organizational Behaviour & Human Resource Management Area 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

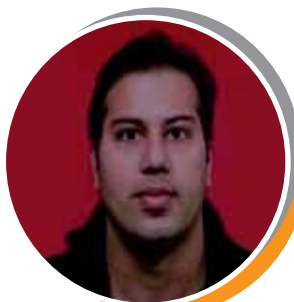
visiting faculty at ESCP-Europe, Paris. He is a Fellow (PhD) from IIM, Ahmedabad, M.Phil and M.A (Gold Medallist) from Delhi University. Prof. Verma has carved a niche in the design and delivery of programs on mentorship development, change management and Outbound based experiential learning on Leadership 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 ONGC, Indian Oil, Coal India, MRPL, GAIL, LNG-Petronet, National Insurance, NTPC, SAIL, POWERGRID etc. and private sector enterprises such as Microsoft, HP, Siemens, Maruti Suzuki, Nestle, Jaibharat Maruti, GETIT, Kampsax, Lanco Infratech, 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 and another 20 day Senior Management Programme for the DGMs and Chief Managers of ONGC in India and abroad. 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), NDDB, PepsiCo, POWERGRID, SBI etc. Prof. Verma is also a well known consultant on Organizational 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, FORE is Ph.D., M Phil, M.Sc (Gold Medalist). She has over 11 years work experience. She has organized workshops on Decision Sciences and its management applications like business research methods, advanced excel techniques for managers of public and private sector organizations. She has also conducted MDPs

on topics like applications of qualitative techniques in competence mapping, simulation techniques and assignment problems. She has also been involved in case development with Maruti True Value, Blind People Association, Indraprastha Apollo Hospitals etc. She has research and consulting interests in Reliability and Life testing, Business Forecasting, Managerial Decision Making, Quantitative Techniques in Advanced Marketing Research, Multistage Sampling Methods, etc. She teaches courses on Business Statistics, Quantitative Techniques, Multivariate Data Analysis, Decision Making using Spreadsheet Modeling etc. She can be reached at <skaur@fsm.ac.in>.



**Prof. Sunny Arora** has completed his Ph.D. from IIT Bombay. He has an experience of more than 10 years that straddles across corporate and academics. He has been associated with organizations like Mahindra Comviva, International School of Business & Media and Kotak Mahindra Bank. He also conducts Management Development Programs

with corporate regularly. He has conducted corporate trainings for Zycus Infotech, Tata Motors and AstraZeneca Pharma India. He has to his credit articles published in top International journals such as Journal of Brand Management. He has presented his research at various conferences, such as at Hong Kong Polytechnic University, Hong Kong, IIM Ahmedabad, IIM Lucknow amongst others. His teaching interests include Brand Strategy, Consumer Psychology and Marketing Research. He can be reached at sunny.arora@fsm.ac.in.



**Prof. Vandana Gupta,** Associate Professor is an alumni from Indian Institute of Management, Ahmedabad and is area chair of Finance. She has industry experience of more than a decade with leading corporates as Religare, ICRA limited, Infosys, Telstra among others. She has been associated with Fore for more than 8 years and is teaching course on

Business Valuations and Corporate Restructuring. She has published several research papers in national and international research journals and presented research papers in reputed national and international conferences. She has conducted training programs on credit rating, spreadsheet valuations and finance for non-finance. Her areas of interest include Business Valuations, Corporate Restructuring including M&A. She can be reached at: <vandana@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 specialization 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. Prof. Dutta is a banker turned academician. 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. He is member of the academic council of Global Risk Management Institute. 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 the 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 MDPs conducted for senior and middle level public and private sector 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, Behavioural Finance and Wealth Management and Risk Management. He can be reached at: <vinay@fsm.ac.in>.

## 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 Limited
- NTPC
- NTPC, Korba
- NTPC-SAIL Co.
- Numaligarh Refinery
- Oil India
- ONGC Mangalore Petrochemicals
- Power Grid Corporation
- Power HR Forum
- REC
- State Trading Corporation
- TERI
- THDCIL
- Sony India Pvt. Ltd.
- Star India Limited
- TATA Chemicals
- Vodafone Essar, Mohali
- YKK India

### 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 Speciality Films
- Metlife Global
- Micromatic Grinding Technologies
- New Holland Tractors
- NFL, Naya Nangal
- Oberoi Group
- Panasonic India Pvt. Ltd.
- Parle, Neemrana
- Pearl Academy
- Pepsico India Holdings
- Petronet LNG
- Ployplex India Ltd.
- Royal Bank of Scotland
- Sentiss Pharma India Pvt. Ltd.
- SRF
- Taj Group of Hotels
- TISCO, Jamshedpur
- Watson Wyatt India

## Partial List of Participating Organizations (2016-2017)

- Aaruthal Foundation
- Agilent Technologies
- Airport Authority of India
- Apollo Tyres
- Bangalore Metro Rail
- Bank of Baroda
- Blue Dart Express Limited
- Canara Bank
- Centre for Development of Telematics
- Client Associates
- Coast Guard
- Confederation of Indian Industry
- Container Corporation of India
- D S Group
- Dakshin Haryana Bijli Vitran Nigam
- Damodar Valley Corporation
- Danieli Corus India
- Delhi International Airport
- Delhi Transco Limited
- DNDi
- Dredging Corpn. of India,
- EdCIL (India) Ltd.
- Edynamic Softech Solutions
- Engineers India Limited
- Fresenius – Kabi Oncology
- GAIL
- Gujarat State Fertilizers & Chemicals
- Gujarat State Petroleum Corporation Limited
- Gujarat State Petronet Limited
- Hindustan Petroleum Corpn.
- HT Media
- IFFCO
- IFFCO Tokio Insurance Services
- IL&FS Financial Services,
- India Infrastructure Finance
- Indiabulls Housing Finance
- Indian Oil Corporation Ltd.
- Indian Potash Limited
- Indian Railway Finance Corp.
- IRCON International,
- J&K Bank
- Jain Irrigation Systems
- Jammu and Kashmir Projects Construction
- JC World Hospitality
- JK Lakshmi Cement
- Joint Plant Committee, Ministry of Steel
- Jubliant Food Works Ltd.
- Kalindee Rail Nirman (Engineers)
- Kush Plastics Pvt. Ltd.
- LIC of India
- Mahanadi Coalfields
- Maharashtra State Electricity Dist.
- MANVIK CSR
- Marks and Spencer
- MetLife
- Minda Sai Limited
- Mosaic India Pvt. Ltd.
- National Aluminium Co.
- National Building Construction Corpn.
- National Housing Bank,
- National Power Training Institute
- NBCC India Ltd.
- NIIT
- NTPC Ltd.
- Numaligarh Refinery
- Obhan & Associates
- Oil India
- ONGC
- ONGC Tripura Power
- Petronet LNG Limited
- Power Finance Corpn
- Power Grid Corporation of India
- Punjab National Bank
- Quality Council of India
- RailTel Corporation of India Ltd.
- Residency Resorts
- RITES Limited
- Rural Electrification Corpn.
- SAIL
- Shriram Pistons & Rings
- SJVN
- SOS Children's Villages International
- SOS Children's Villages of India
- South Eastern Coalfields Limited
- SRF Limited
- Stock Holding Corporation of India
- Telecommunications Consultants India Limited
- The Rotary Foundation
- Triumph Motorcycles
- U.P. Rajya Vidyut Utpadan Nigam,
- UCO Bank
- United Bank of India
- United India Insurance
- Walchand People First
- Western Coalfields Limited
- Youreka Campouts





For registration/enquiries, please contact:

**Executive Education Office**  
**FORE School of Management**  
"Adhitam Kendra"

B-18, Qutub Institutional Area, New Delhi 110016

Phone: (011) 2685 6301 (Direct), 4124 2424 (Extn. 471, 496 & 498)

Fax: (011) 2652 0509

E-mail: [exed@fsm.ac.in](mailto:exed@fsm.ac.in), Website: [www.fsm.ac.in](http://www.fsm.ac.in)