

# 2018-2019



## Management Development Programmes

*Imparting Knowledge for Exploring New Horizons*



FORE School of Management, New Delhi

[www.fsm.ac.in](http://www.fsm.ac.in)



## 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 31 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.

## Contents

Calendar of MDPs (2018-2019)	02
Modules of In-Company Programmes	05
Mission	06
The Executive Board	07
Messages	08
Programme Portfolio	
• Communication	09
• Economics and Business Policy	15
• Finance	17
• General Management	23
• Information Technology	25
• International Business	29
• Marketing	33
• Organisational Behavior & Human Resource	37
• Quantitative Techniques & Operations	41
• Strategic Management	47
Faculty Profile	51
Some of Our Valued Clients	59
Partial List of Participating Organisations	60



## Calendar of Management Development Programmes (April 2018-March 2019)

S. No.	Programme Title	Dates	Fees (Rs.)*		Programme Director (s)
			Non-Residential	Residential	
COMMUNICATION					
1.	Crisis Communication	October 25-26, 2018	16,000	28,000	Prof. Sriparna Basu
2.	Effective Communication and Presentation Skills	September 17-18, 2018	16,000	28,000	Prof. Anita T. Lal
3.	Effective Communication for Women in the Workplace	August 20-21, 2018	16,000	28,000	Prof. Sriparna Basu & Prof. Reeta Raina
4.	Enhancing Assertiveness & Positive Attitude	December 10-11, 2018	16,000	28,000	Prof. Anita T. Lal
5.	Enhancing Personal Branding – Building Your Pathway to Professional Success	October 8-9, 2018	16,000	28,000	Prof. Reeta Raina
6.	Nurturing the 5th Dimension of Leadership	November 29-30, 2018	16,000	28,000	Prof. Anita T. Lal
ECONOMICS AND BUSINESS POLICY					
7.	Strategic CSR : From Agenda Building to Impact Measurement	January 17-18, 2019	16,000	28,000	Prof. Shallini Taneja
FINANCE					
8.	Enterprise Risk Management for Creating Risk Intelligent Organisation	January 14-15, 2019	16,000	28,000	Prof. Vinay Dutta
9.	Finance for Non-Finance Executives	August 6-7, 2018	16,000	28,000	Prof. A.K. Puri
10.	Financial Management for Public Sector Enterprises	September 12-14, 2018	24,000	40,000	Prof. A.K. Puri
11.	Foreign Exchange Risk Management	February 4-5, 2019	16,000	28,000	Prof. Himanshu Joshi
12.	Pricing and Application of Financial Derivatives	February 27-28, 2019	16,000	28,000	Prof. Himanshu Joshi & Prof. Piyush Pandey
13.	Retirement Planning for Seeking Financial Freedom	November 26-27, 2018	16,000	28,000	Prof. Vinay Dutta
GENERAL MANAGEMENT					
14.	Advanced Management Programme	May 7-9, 2018	24,000	40,000	Prof. A.K. Puri
INFORMATION TECHNOLOGY					
15.	A Handshake with Disruptive Digital Technologies	October 15-16, 2018	16,000	28,000	Prof. Shilpi Jain
16.	Data Summarization and Presentation for Non-Technical Executives	May 28-29, 2018	16,000	28,000	Prof. Shilpi Jain
17.	Leveraging Social Media for Business Intelligence	April 23, 2018	8,000	16,000	Prof. Shilpi Jain



S. No.	Programme Title	Dates	Fees (Rs.)*		Programme Director (s)
			Non-Residential	Residential	
INTERNATIONAL BUSINESS					
18.	Business Environment in the Middle East and Africa	November 15-16, 2018	16,000	28,000	Prof Faisal Ahmed
19.	Data Analytics for Expanding Markets	August 9-10, 2018	16,000	28,000	Prof. Savita Gautam
20.	Geopolitical Risk and Business Preparedness	May 24-25, 2018	16,000	28,000	Prof. Faisal Ahmed
MARKETING					
21.	Creating Winning Sales Teams	December 17-18, 2018	16,000	28,000	Prof. Asif Zameer & Prof. Anupam Narula
22.	Digital Communication	January 10-11, 2019	16,000	28,000	Prof. Payal S. Kapoor
23.	The New Indian Consumer: Winning Concepts and Practices	February 21-22, 2019	16,000	28,000	Prof. Anupam Narula
ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE					
24.	Coaching & Mentoring for Personal and Professional Success	November 1-2, 2018	16,000	28,000	Prof. Sanghamitra Buddhapriya
25.	Effective Negotiation Skills	September 4-6, 2018	24,000	40,000	Prof. Prachi Bhatt
26.	Emerging Trends in Performance Management	October 10-12, 2018	24,000	40,000	Prof. Subir Verma & Prof. Priyanka Jaiswal
27.	HR Analytics	July 23-24, 2018	16,000	28,000	Prof. Subir Verma, Prof. Prachi Bhatt & Prof. Bishakha Majumdar
28.	Managerial Leadership and Team Building	December 3-4, 2018	16,000	28,000	Prof. Sanghamitra Buddhapriya
29.	Training of Trainers	June 11-13, 2018	24,000	40,000	Prof. Neeraj Kumar
QUANTITATIVE TECHNIQUES & OPERATIONS					
33.	Advanced Excel Training	July 26-27, 2018	16,000	28,000	Prof. Sumeet Kaur
31.	Decision Making Techniques for Managers	August 30-31, 2018	16,000	28,000	Prof. Hitesh Arora
32.	Effective Purchasing Skills and Strategic Sourcing	June 4-5, 2018	16,000	28,000	Prof. Mohita G Sharma
33.	Making the Supply Chain Responsive	November 21-22, 2018	16,000	28,000	Prof. Mohita G Sharma
34.	Project Management	September 10-11, 2018	16,000	28,000	Prof. Hitesh Arora & Prof. Mohita G Sharma
35.	Quality Analytics	July 16-17, 2018	16,000	28,000	Prof. Mohita G Sharma
STRATEGIC BUSINESS					
36.	A Consultants Tool-Kit for Solving Strategic Problems & Enhancing Business Performance	November 19-20, 2018	16,000	28,000	Prof. Anil Kumar Singh & Prof. Muqbil Burhan

S. No.	Programme Title	Dates	Fees (Rs.)*		Programme Director (s)
			Non-Residential	Residential	
37.	Developing an Intrapreneurial Mindset for Effective Leadership	July 30-31, 2018	16,000	28,000	Prof. Anita T. Lal
38.	Executing Strategies in World of Constant Disruptions	October 29-30, 2018	16,000	28,000	Prof. Anil Kumar Singh & Prof. Muqbil Burhan

**Venue: FORE Campus, New Delhi**

**\*GST @18% on fee amount, as applicable, is payable extra**

- Notes:**
1. Detailed information on each programme (Introduction, objectives, contents, methodology and for whom) as well as faculty profile is available at FORE Website ([www.fsm.ac.in](http://www.fsm.ac.in)).
  2. The dates, venue, fee etc. are indicative and subject to change. Detailed brochures for individual programmes will be available roughly 2 months before the start of each programme.
  3. Organizations concerned must obtain confirmation of acceptance of nomination from FORE before sending participants to programme venue.
  4. The above programmes can also be customized according to the requirement of an organization.

For registration/enquiries, please contact:  
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**FORE School of Management**  
 "Adhitam Kendra"

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# 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

FORE School of Management (FORE) has been established by the Foundation for Organisational Research and Education, a non-profit organization, with a mission “To achieve and sustain Leadership in Management Education, Research, Consultancy and Development”. FORE conducts following long-duration educational programmes:

- The PGDM & PGDM (IB) courses at FORE are AICTE (All India Council for Technical Education) approved and accredited by National Board of Accreditation (NBA).
- The PGDM courses are equivalent to MBA. Equivalence permission is granted by Association of Indian Universities (AIU).
- FORE is rated as A\*\*\* by CRISIL in Delhi-NCR region and A\*\* on national level.

- FORE has been awarded “SAQS Accreditation” by Association of Management Development Institutions in South Asia (AMDISA).

- FORE has set up a state-of-the-art Studio at its Campus to conduct Online Executive Education Programmes for Working Professionals and has been successfully conducting variety of such online certification courses.

Eminent academicians with many years of experience and experts from industry, recognized nationally and internationally, constitute faculty at FORE. FORE has in-house training facilitators in the field of Communication, OB & HR, Finance, Operations, Marketing, IT, International Business and Strategic Decision Making.

With a sharp focus on Management Education, Executive Education Programmes/MDPs, Consulting and Research, FORE stands amongst the Top Business Schools in the country.

FORE conducts MDPs to equip managers with knowledge, skills and attitudes required for effectively responding to global developments and competitive requirements. Our MDPs are designed with an appropriate blend of conceptual and experiential learning.

Apart from open programmes, FORE conducts customized In-Company Programmes tailored to suit organisation's needs on topics/areas specifically required by an organisation.

These Management Development Programmes (MDPs) are either custom-designed to suit client requirements or are offered by faculty on a specific theme to meet various client needs.



## 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)
- Mr. T.C. Venkat Subramanian** Member  
 (Non-Executive Chairman – Indian Bank; Former CMD – EXIM Bank of India)
- Dr. Yasho V. Verma** Member  
 (Former Chief Operating Officer - LG Electronics India Pvt. Ltd.)
- 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. Rapid changes in technology and related external factors have added to the uncertainty of the business landscape. Consumers have become more demanding and value conscious, Compliance is the order of the day, contributing to environment and society are a part of business objectives—all in all, 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. 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. I am happy to present our Open MDPs calendar for the year 2017-18 to you and invite you to participate in these programmes. I am sure together we will keep exploring more and continue our quest for excellence.

Best wishes

**Dr. Jitendra Das**

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



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

FORE MDPs 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 31 years, we believe that MDPs 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

- **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**

## 01

## Crisis Communication

Duration	: 2 days
Dates	: October 25-26, 2018
Programme Director	: Prof. Sriparna Basu
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

**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

## 02

## Effective Communication and Presentation Skills

Duration	: 2 days
Dates	: September 17-18, 2018
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

**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.

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

- C K Prahalad



Duration	: 2 days
Dates	: August 20-21, 2018
Programme Director	: Prof. Sriparna Basu & Prof. Reeta Raina
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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.



Literacy is not an end in itself, but is a means to most other learning and social and economic empowerment ”

(ELL Position Paper, pg. 9). (January)

## 04

## Enhancing Assertiveness & Positive Attitude

Duration	: 2 days
Dates	: December 10-11, 2018
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 28,000 (Residential)* * Plus GST @18%

### 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.

## 05

## Enhancing Personal Branding: Building Your Pathway to Professional Success

Duration	: 2 days
Dates	: October 8-9, 2018
Programme Director	: Prof. Reeta Raina
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 28,000 (Residential)* * Plus GST @18%

### 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

### ANDROGOGY:

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



The mind is everything. What you think you become.

- Gautam Buddha



<b>Duration</b>	: 2 days
<b>Dates</b>	: November 29-30, 2018
<b>Programme Director</b>	: Prof. Anita Tripathy Lal
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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
- Creative Business Meetings through power sharing
- 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.



“

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>	: January 17-18, 2019
<b>Programme Director</b>	: Prof. Shallini Taneja
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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

”





## FINANCE

- **Enterprise Risk Management for Creating Risk Intelligent Organisation**
- **Finance for Non-Finance Executives**
- **Financial Management for Public Sector Enterprises**
- **Foreign Exchange Risk Management**
- **Pricing And Application Of Financial Derivatives**
- **Retirement Planning for Seeking Financial Freedom**

Duration	: 2 days
Dates	: January 14-15, 2019
Programme Director	: Prof. Vinay Dutta
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	*plus GST @18%

### 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.

“

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)

”

Duration	: 2 days
Dates	: August 6-7, 2018
Programme Director	: Prof. A.K. Puri
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	*plus GST @18%

### 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.*

“ 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 ”



<b>Duration</b>	: 3 days
<b>Dates</b>	: September 12-14, 2018
<b>Programme Director</b>	: Prof. A.K. Puri
<b>Fees</b>	: Rs. 24,000 (Non-Residential)*
	: Rs. 40,000 (Residential)*
	*plus GST @18%

## OBJECTIVES:

This program has been designed to deliberate on contemporary financial skills relevant to Public Sector Enterprises to be a winner in competition and transform itself in to global enterprises with zeal and ability in tandem with private sector in domestic and foreign markets.

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

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

## CONTENTS:

- Public Sector Enterprises and wealth creation
- Efficient Treasury Management

- Financial Risk Management
- Design and Appraisal of PPP models
- Securitisation
- Forefacting
- Project Finance and Appraisal
- Managing International Finance
- Currency swaps
- Foreign currency debt

## METHODOLOGY:

The program will use a blend of interactive discussions, activities, exercises, presentations, and case studies.

## TARGET AUDIENCE

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



“

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

”

## 11

## Foreign Exchange Risk Management

Duration	: 2 days
Dates	: February 4-5, 2019
Programme Director	: Prof. Himanshu Joshi
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	*plus GST @18%

### INTRODUCTION :

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.

## 12

## Pricing And Application Of Financial Derivatives

Duration	: 2 days
Dates	: February 27-28, 2019
Programme Directors	: Prof. Piyush Pandey and Prof. Himanshu Joshi
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	*plus GST @18%

### INTRODUCTION:

Program has been designed to cover pricing and application of financial derivatives. Derivatives have been termed as instruments of financial innovation and also as weapons of mass destruction. These instruments play an important role in the management of financial risk. The hedgers be it institutions or individual investors can mitigate some of the "unwanted risks" or at times can take additional risks motivated by views of future market movements. This program will help introduce the principles underlying the pricing and application of various financial derivatives instruments (forwards, futures, options & swaps).

### OBJECTIVES:

- To understand the basic derivative instruments (forwards, futures, options and swaps)
- To appreciate their application as risk management tools by financial institutions and firms
- To deliberate upon pricing and valuation of derivative instruments.

### CONTENTS:

- Derivatives Markets: History, Evolution & Role in Financial markets in India
- Forwards and Futures Contracts- Introductory Concepts & Pricing
- Swaps- Basics & Applications of Interest Rates & Currency Swaps
- Introduction to Options- Terminology & Applications
- Option Pricing Models- Binomial & Black Scholes
- Corporate Risk Management using financial derivatives- A Case Study
- Introduction to Real Options.

### METHODOLOGY:

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

### WHO SHOULD ATTEND?

Corporate treasury professionals, Derivatives traders & "structurers", Market risk managers, Finance professionals working in quantitative risk assessment, Professionals working in the asset management industry, Bankers.

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

<b>Duration</b>	: 2 days
<b>Dates</b>	: November 26-27, 2018
<b>Programme Director</b>	: Prof. Vinay Dutta
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	: *plus GST @18%

### 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.







# GENERAL MANAGEMENT\

- **Advanced Management Programme**

<b>Duration</b>	: 3 days
<b>Dates</b>	: May 7-9, 2018
<b>Programme Director</b>	: Prof. A.K. Puri
<b>Fees</b>	: Rs. 24,000 (Non-Residential)*
	: Rs. 40,000 (Residential)*
	*Plus GST @18%

## OBJECTIVES:

Developments in business triggered by globalization, economic liberalization and rapid growth in IT have impacted practice of business management in a big way. The concepts and practice of management has undergone radical change with innovations in technology, evolution of new markets, entry and growth in global operations of organizations and emergence of innovative domestic and international sources of finance. Evolving regulatory aspects have resulted in practices of business an ever changing domain with need to acquire newer skills.

Advanced Management Programme has been specially designed to cater to the needs of complexities of emerging markets and management. This programme will provide a gist of developments in business and equip the participants with contemporary techniques in analysis and decision-making. It will enable executives to adapt suitable strategies and acquire requisite skills to deal with fast changing business environment.

## CONTENTS:

### Issues and challenges in Digital New Age Economy

- Emerging environment of business

### Digital Transformation and Business

- Supply chain management in digital economy

- Data Analytics as business tool

### Marketing for Growth

- Social media marketing
- CRM and Artificial Intelligence

### Financial markets and sourcing

- Valuation for entry and exit in digital economy
- Cryptocurrency

### Emerging HR challenges

- Issues in global workforce management
- Work Life balance

## METHODOLOGY:

The program shall use experiential learning through case studies, exercises and discussions. The principles are illustrated in the participants' experience through real time application of concepts and techniques. This is organized in a way that learning lasts and expands over time.

## WHO SHOULD ATTEND?

This general management programme is well suited for executives contributing to decisions with implications for the organization in business terms. This programme has been specially designed for persons carrying responsibility to ensure growth in their respective organizations. It is an apt programme for executives keen to enhance their knowledge and improve skills to deal with emerging business concepts and techniques. This programme will be useful for executives in all ranks.



“ We are storytelling creatures, and as children we acquire language to tell those stories that we have inside us ”  
- Jerome Bruner



## INFORMATION TECHNOLOGY

- **A Handshake with Disruptive Digital Technologies**
- **Data Summarization and Presentation for Non-Technical Executives**
- **Leveraging Social Media for Business Intelligence**



Duration	: 2 days
Dates	: October 15-16, 2018
Programme Director	: Prof. Shilpi Jain
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 28,000 (Residential)*
	*Plus GST @18%

### TARGET AUDIENCE:

Corporate Executives & Managers from any domain and any background.

### METHODOLOGY:

Simple and easy to perform hands on exercises, Videos and Business Case Studies.

### PROGRAM OBJECTIVES:

This two days executive program draws together technology and business perspectives in order to understand the implications for various emerging digital technologies and social-media enabled businesses. The program is especially designed for managers and executives to understand the integration of cloud computing, big data, e-commerce, social media platforms, tools and business intelligence in theory and practice for new business opportunities.

In this workshop, the following topics will be covered in brief:

1. Overview of various technologies and their applications in business
2. Introduction to Cloud computing and cloud computing business models
  - a. Cloud computing models such as PaaS, SaaS, IaaS, and SaaS
  - b. Pricing mechanisms
  - c. How organizations should prepare for cloud computing
  - d. Security and Privacy considerations in cloud
3. Overview of big data, technologies, tools and its application in data intensive business
  - a. What is Big Data and how it is different than Conventional data forms
  - b. Differentiate between structured and unstructured data
  - c. Introduction to big data tools
  - d. Big data applications and their implications in business decision making
4. E-Commerce, Social media channels and their business models
  - a. Channels: LinkedIn, Glassdoor, Facebook, Twitter, Instagram, Pinterest etc.
  - b. How organizations use social media data for business benefits – Applications of Google Analytics and Google Trends
  - c. A brief on digital strategy (SEO, SEM etc.)
5. Social Media Trends
  - a. Crowdsourcing
  - b. Sentiment Analysis
  - c. Social Network Analysis

Duration	: 2 days
Dates	: May 28-29, 2018
Programme Director	: Prof. Shilpi Jain
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 28,000 (Residential)*
	* Plus GST @18%

### TARGET AUDIENCE:

Corporate Executives & Managers from any domain and any background.

### METHODOLOGY:

Simple and easy to perform hands on exercises, Videos and Business Case Studies.

### PROGRAM OBJECTIVES:

This executive program draws together technology and business perspectives in order to understand the implications for data summarization and visualization for business decision making. The program is especially designed for managers and executives to understand the integration of various types of data and visuals in theory and practice for new business opportunities.

The objectives of the program is to help learners ....

1. With the knowledge of streamlining the data analysis and highlight their implications efficiently using smart visualizations (without any coding)
2. To apprise the usage of GUI based data analytics techniques and helping them becoming experts in communicating business data effectively to their peers and senior management
3. To familiarize with the data types, data structures and how they can summarize bulk of data in without any hassles
4. Create persuasive business stories from data points and presenting them in the form of storyboards and dashboards for easy comprehension.

In this workshop, the following topics will be covered in brief:

1. Introduction to Data Summarization & visualization with special focus on case studies from marketing, sales, HR, admin, operations, and production data
2. Need of visualization and visualization types
3. Visualization Design Principles & Standards (Best Practices)
4. Visualization tools and their applications
5. Introduction to data visualization tool Tableau Public
  - a. Establishing data connections in Tableau
  - b. Importing data in Tableau
  - c. Tableau data types
  - d. Data Preparation with Text and Excel Files
  - e. Calculations (Quick & Custom)
  - f. Data presentation with various types of charts & graphs
  - g. Creating dynamic views for organization presentation
  - h. Forecasting, Clustering and Time series analysis
  - i. Dashboards & Storyboards

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

Duration	: 1 day
Date	: April 23, 2018
Programme Director	: Prof. Shilpi Jain
Fees	: Rs. 8,000 (Non-Residential)*
	: Rs. 16,000 (Residential)*
	* Plus GST @18%

### 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**

<sup>1</sup>There is a possibility that during the workshop, one or two tools may be changed, added or dropped. The tool adoption is highly dependent on their license terms or the release phase.

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<sup>1</sup>.

### METHODOLOGY:

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

### WHO SHOULD ATTEND?

Working professionals from any industry domain.











## INTERNATIONAL BUSINESS

- **Business Environment in the Middle East and Africa**
- **Data Analytics for Expanding Markets**
- **Geopolitical Risk and Business Preparedness**

<b>Duration</b>	: 2 days
<b>Dates</b>	: November 15-16, 2018
<b>Programme Director</b>	: Prof. Faisal Ahmed
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### INTRODUCTION:

There is immense potential for Indian businesses to engage in the Middle East and Africa, and to explore further market opportunities there. The opportunities for trade, strategic alliances and investments occur in all sectors and all type of economic activities including primary (i.e. agriculture, forestry, fishing, mining), secondary (i.e. industrial sector, manufacturing) and tertiary (i.e. various services sectors). Since the business environment is also influenced by geopolitical factors, there is a need to assess the same as well in context of the different sectors. Such an understanding of the business environment in the Middle East and Africa will help in improved decision-making, increased participation in a global value chain, and in business growth. This program is suitable for any business with present or future interests in these region. This program will help the participants in identifying the key trends for doing business in these regions, and enhance their preparedness in decision-making in context of few important regions like GCC (Middle East), ECOWAS (West Africa) and COMESA (Southern and East Africa).

### OBJECTIVES:

This two-day program aims at:

- Identifying key macro-economic and geopolitical trends for doing business in the Middle East and Africa
- Helping professionals and businesspersons make informed business decisions about pursuing their business interests in these regions.

### CONTENTS:

- Identifying key trends in Macroeconomic and Geopolitical Environment in the Middle East and Africa (macro-economic perspective)
- Ascertaining how the macroeconomic and geopolitical trends affects different industries and creates opportunities for participation in their value chains and investments (firm-level perspective)
- Analysis of Business Environment in context of regions e.g. GCC (Middle East), ECOWAS (West Africa) and COMESA (Southern and East Africa) (perspectives on regional variations)
- Managerial implications for decision-making (organizational perspective).

### KEY TAKEAWAYS

- Knowledge of macro-economic and geopolitical perspectives about the Gulf region, West Africa, and Southern and East African Countries
- Ability to identify and assess potential for your business
- Informed decision-making abilities considering region-specific inputs
- Networking with professionals and businesspersons with interest in these regions
- Certificate of Participation

### METHODOLOGY:

Interactive mode based on case study and discussion.

### WHO SHOULD ATTEND?

This programme is open to all industry professionals and businesspersons.

“ 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 ”

<b>Duration</b>	: 2 days
<b>Dates</b>	: August 9-10, 2018
<b>Programme Director</b>	: Prof. Savita Gautam
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### INTRODUCTION:

The world is getting flat. Countries have thrown open their borders resulting in increased international trade and free flow of investments. The international business scenario has become dynamic and highly competitive. Off late, the world has also seen protectionism across countries and this results in reduction of the market access. In business, we come across situations in which we need to make decisions to go international or in which direction to expand the markets? These are some of the situations in which we have to make crucial decisions. Ideally, the decisions based on data analytics would be the most obvious choice.

The MDP on 'Data Analytics for Expanding Markets' would have an in-depth introduction to the Market Analysis Tools of the International Trade Center, Geneva and Trade data available on the Ministry of Commerce Website. Few of the trade indicators like the Revealed Comparative Advantage and Export Intensity will be introduced which will help the decisions of going international.

In the case of developing and expanding markets or making a decision on a product launch or to just simply sourcing a product, one should know where to extract data from and use it for making effective decisions. The course will introduce you to some of the important sources of data used in international trade and its retrieving methods, analysis of the data and its interpretation. Basic Knowledge of excel will be handy but not necessary.

### OBJECTIVES:

The Key objective is to use authentic data understand the same and then use it for analysis. The analysis will be able to help the learner to understand the markets base and use the information for effective decisions. The programme therefore aims to achieve the following objective:

- Understanding of the Indian Foreign trade policy
- Understanding of International trade data of Products and

### Services

- Familiarisation to the International Trade data and its sources
- Use of the International Trade data
- Keeping the essence of the programme in mind, it will comprise of a compact group size of maximum 20 participants so as to respond to individual query effectively.

### CONTENTS:

The Programme will spread over two days and will cover the following aspects, Introduction to the Foreign Trade Policy and how its learnings is useful for anyone who is dealing in international Business. The Concept of Harmonised System of Classification (HSN) and an introduction to World Customs Organisation (WCO). How these have brought about the harmonisation across countries with respect to countries and the 'How and Why' of its number of revisions.

Introduction to the export – Import Data Bank of the Ministry of Commerce. Introduction to the Directorate General of Commercial Intelligence (DGCIS) and its functions.

Introduction to The International Trade Center (ITC) And The Market Analysis Tools. The tools will be introduced in- depth with cases in order to know how to download which type of data depending upon the usage. All participants given individual computers so that they can try and familiarise themselves with the analysis tools.

### METHODOLOGY:

Participative Discussions. All participants will be provided with a computer so that they can get a hands on experience about the International trade data.

### WHO SHOULD ATTEND?

Senior to middle managers who are interested in learning about International Business perspective of a company. Anyone who is interested to know how exploring international markets is done through data.



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



– Mahatma Gandhi

<b>Duration</b>	: 2 days
<b>Dates</b>	: May 24-25, 2018
<b>Programme Director</b>	: Prof. Faisal Ahmed
<b>Fees</b>	: Rs. 16,000 (Non-Residential)* : Rs. 28,000 (Residential)* *Plus GST @18%

## INTRODUCTION:

Business environment is facing uncertainty due to the geopolitical volatility across the globe. It is evident that businesses – whether big or small – are facing disruptions because of such trends. Therefore, the industry professionals and businesspersons need to identify and assess geopolitical risks for formulating improved plans and strategy. Such an understanding will also help in better decision-making, developing a geopolitically correct business model, increased participation in a global value chain, and expansion of business. This program would help the participant in analyzing geopolitical issues and risks and prepare them to be solution-centric in the wake of a geopolitically vibrant business environment.

## OBJECTIVES:

This two-day program aims at:

- Ensuring preparedness of professionals and businesspersons in identifying geopolitical risks affecting or likely to affect their business interests
- Helping professionals and businesspersons make informed business decisions in a geopolitically volatile business environment.

## CONTENTS:

- Understanding Geopolitical Risks in the global business environment (country perspective)
- Examining how Geopolitics affects different industries and creates disruptions in supply/value chain, and organizational strategy (industry perspective)
- Geopolitical analysis in context of regions e.g. Asia-Pacific, Middle East, Africa, Latin America (doing business perspective)
- Managerial implications for decision-making (organisational perspective).

## KEY TAKEAWAYS

- Knowledge of geopolitical perspectives from various economies including the United States, China, Middle East, Africa, Latin America
- Ability to identify and assess Geopolitical Risks for your business
- Informed decision-making by incorporating geopolitical elements
- Networking with those who are now thinking about geopolitics as a phenomena affecting businesses
- Certificate of Participation

## METHODOLOGY

Interactive mode based on case study and discussion

## WHO SHOULD ATTEND?

This programme is open to all industry professionals and businesspersons.







## MARKETING

- **Creating Winning Sales Teams**
- **Digital Communication**
- **The New Indian Consumer: Winning Concepts and Practices**

<b>Duration</b>	: 2 days
<b>Dates</b>	: December 17-18, 2018
<b>Programme Directors</b>	: Prof. Asif Zameer and Prof. Anupam Narula
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* plus GST @ 18%

### INTRODUCTION:

Sales force is the face of the organization at the front end of the business. It is the team entrusted with bringing in the major revenue for the organization. At the same time, its orientation is changing from a transactions to relationships. This team 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
- Non- technique selling
- 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 for a 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	: January 10-11, 2019
Programme Director	: Prof. Payal S. Kapoor
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* plus GST @18%

### 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.

Duration	: 2 days
Dates	: February 21-22, 2019
Programme Director	: Prof. Anupam Narula
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### INTRODUCTION:

The two- day program will focus on training the participants in the processes for development of customer centric and market-focused business strategies and shift the strategy development process from “inside-out” to “outside-in”. The scope has been decided to include the basic understanding of consumer behavior and integrating it with changing buying patterns of consumers in present context. Further, there will be a focus on the role of technology and digital media and how it is altering spending patterns in order to uncover new opportunities and generate additional business.

India is on the minds of business leaders everywhere and is a big growth story. Even assuming conservative GDP growth of 6-7% a year, consumption expenditure will rise by a factor of three to reach \$4 trillion by 2025. Succeeding in India therefore requires to understand the complex buying behavior of new evolving consumer and its spending patterns. These shifts have big implications for companies to position themselves in evolving Indian market. If you can win in India, you can win everywhere.

### OBJECTIVES:

The programme focuses on understanding the shift which is happening in consumer psychology and its application in developing marketing strategy in Indian context. It examines the critical factors shaping a growing complex Indian market and to develop an understanding of changing consumer attitudes and spending patterns. This hand-on programme helps you to explore leading marketing practices to be designed for dealing with evolving new Indian consumer and substantial impact of digital technologies in altering consumer spending.

### CONTENTS:

- Emerging Challenges for global firms in understanding Indian buying.
- New Indian consumer and its understanding in business strategy development.
- Role of consumer/customer decision process insight and understanding the changing internal and external influences in business strategy development
- Quantitative and qualitative research tools for understanding new Indian consumer and designing effective business strategy
- Understanding customer psychology of new India and creating value in the eyes of customers.
- Personalization on websites
- Selecting the right Social media platforms for customer engagement.

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

- Discuss the applicability of the above in diverse business contexts market with Case Studies

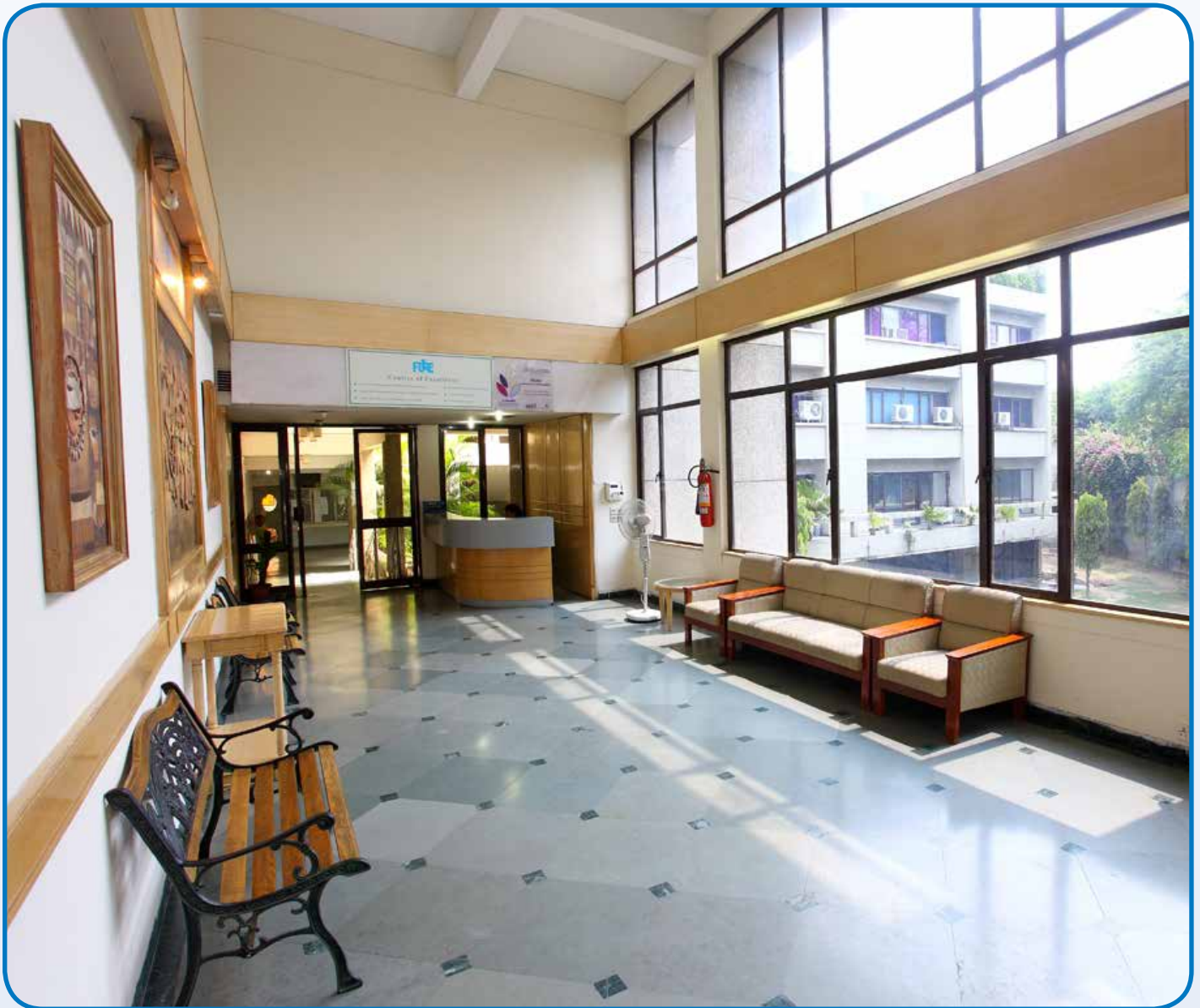
#### **METHODOLOGY:**

The Programme will be highly experiential and interactive, comprising case studies, exercises, classroom lectures, articles and video presentations. 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.

Participants who have not gone through a formal course in consumer psychology.







# ORGANISATIONAL BEHAVIOR & HUMAN RESOURCE

- **Coaching & Mentoring for Personal and Professional Success**
- **Effective Negotiation Skills**
- **Emerging Trends in Performance Management**
- **HR Analytics**
- **Managerial Leadership and Team Building**
- **Training of Trainers**

Duration	: 2 days
Dates	: November 1-2, 2018
Programme Director	: Prof. Sanghamitra Buddhapriya
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	: * Plus GST @18%

### 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
Dates	: September 4-6, 2018
Programme Director	: Prof. Prachi Bhatt
Fees	: Rs. 24,000 (Non-Residential)*
	: Rs. 40,000 (Residential)*
	: * Plus GST @18%

### 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 skills 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
- 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 organisations. 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

Duration	: 3 days
Dates	: October 10-12, 2018
Programme Directors	: Prof. Subir Verma & Prof. Priyanka Jaiswal
Fees	: Rs. 24,000 (Non-Residential)*
	: Rs. 40,000 (Residential)*
	* Plus GST @18%

**INTRODUCTION:**

In the current business scenario Performance Management System (PMS) has become imperative and considered as the most crucial component in organizations. Performance management is one of the integrated approach to delivering sustained success to organizations by increasing the workforce performance by developing the capabilities of groups and individual. Organizations' always try to maintain the culture of setting clear expectations for organizational performance and performance measures help organization to align daily activities to strategic objectives. Key performance indicator (KPI) has become a significant component to measure the person's performance. Good KPIs are specific, measurable, aligned to the organizational vision, and provide the impetus to shape strategies and plans.

**OBJECTIVES:**

This training program provides a comprehensive and focused understanding of performance management system. And the program also equips managers with knowledge and skills essential to the development process of Key Result Areas (KRAs) and Key Performance Indicators (KPIs). The approach is one of skill development - as participants are encouraged to try themselves, different techniques of SMART goal setting related to KPI and KRAs, in order to facilitate knowledge transfer in the actual work setting. Moreover, this programme also focus on various types of performance management systems such as performance based, competency based and value based system.

**CONTENTS:**

- Understanding Performance Management System
- To develop SMART goals, KPIs and KRAs
- To develop various performance matrices
- To design effective performance management systems, matching with organizational requirements
- Performance Reporting System
- Performance appraisal: objectives, dilemmas and issues
- Performance feedback and counselling.

**WHO SHOULD ATTEND?**

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

Duration	: 2 days
Dates	: July 23-24, 2018
Programme Directors	: Prof. Subir Verma, Prof. Prachi Bhatt & Prof. Bishakha Majumdar
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

**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 organizations 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.

“ 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	: December 3-4, 2018
Programme Director	: Prof. Sanghamitra Buddhapriya
Fees	: Rs. 16,000 (Non-Residential)* : Rs. 28,000 (Residential)* *Plus GST @18%

### 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.

Duration	: 3 days
Dates	: June 11-13, 2018
Programme Director	: Prof. Neeraj Kumar
Fees	: Rs. 24,000 (Non-Residential)* : Rs. 40,000 (Residential)* * Plus GST @18%

### 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.





## **QUANTITATIVE TECHNIQUES & OPERATIONS**

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

Duration	: 2 days
Dates	: July 26-27, 2018
Programme Director	: Prof. Sumeet Kaur
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

**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, 2018
Programme Director	: Prof. Hitesh Arora
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

**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 ”

## 32

## Effective Purchasing Skills & Strategic Sourcing

Duration	: 2 days
Dates	: June 4-5, 2018
Programme Director	: Prof. Mohita Gangwar Sharma
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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 Middlelevel procurement managers and decision makers from cross-functional areas would benefit from this programme.

## 33

## Making the Supply Chain Responsive

Duration	: 2 days
Dates	: November 21-22, 2018
Programme Director	: Prof. Mohita Gangwar Sharma
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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 ”

<b>Duration</b>	: 2 days
<b>Dates</b>	: September 10-11, 2018
<b>Programme Directors</b>	: Prof. Hitesh Arora & Prof. Mohita G. Sharma
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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.

“ The conviction that the best way to prepare children for a harsh, rapidly changing world is to introduce formal instruction at an early age is wrong. There is simply no evidence to support it, and considerable evidence against it. Starting children early academically has not worked in the past and is not working now ”

- David Elkind



Duration	: 2 days
Dates	: July 16-17, 2018
Programme Director	: Prof. Mohita Gangwar Sharma
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	*Plus GST @18%

### 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.

### 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.

### WHO SHOULD ATTEND:

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



“ 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**
- **Developing an Intrapreneurial Mindset at Workplace**
- **Executing Strategies in World of Constant Disruptions**

<b>Duration</b>	: 2 days
<b>Dates</b>	: November 19-20, 2018
<b>Programme Directors</b>	: Prof. Anil Kumar Singh & Prof. Muqbil Burhan
<b>Fees</b>	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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.



“ You're never too old, too wacky, too wild, to pick up a book and read to a child ”  
– Dr. Suess



Duration	: 2 days
Dates	: July 30-31, 2018
Programme Director	: Prof. Anita Tripathy Lal
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### 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 Alignment of Goals with the Vision of the Company
- Developing Sense of Ownership and Accountability
- Assessing the marketing initiatives
- Achieving operational excellence
- Understanding the financial implications of the business to mitigate risk
- Stimulating Positivity at Work place

### WHO SHOULD ATTEND?

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

Duration	: 2 days
Dates	: October 29-30, 2018
Programme Director	: Prof. Anil Kumar Singh & Prof. Muqbil Burhan
Fees	: Rs. 16,000 (Non-Residential)*
	: Rs. 28,000 (Residential)*
	* Plus GST @18%

### INTRODUCTION:

Changing business Landscape requires businesses with the ability to 'continually disrupt themselves from within'. We require business leaders that can see their businesses as disrupters see them. Clearly, businesses built-to-last can never stop their engine of self-disruption. From retailers like Blockbuster and Borders Books to tech giants like Nokia and Blackberry, seemingly untouchable brands have been caught off guard by rapidly changing business landscapes. Your company may be at similar risk if you find yourself asking: Why are my margins shrinking? Why is creating competitive differentiation increasingly difficult? Do we need a new strategy and business model?

### OBJECTIVES:

The programme will enable participants to identify and translate faint signals indicating disruptions, amongst noise in the environment, which in turn will lead 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;

- Identifying disruptive trends
- Preparing organizations to cope with disruptive challenges.
- Configure strategic architecture around the pressing demands to meet challenges of disruption.

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

- Appreciate the disruptive threat standing around the corner
- Exploiting the opportunity rather adapting to it
- Configure ambidexterity around organizational interfaces
- 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;

- The mutating business landscape
- Disruption as an opportunity or threat
- The three boxes Principle
- Drivers and management of disruption.
- Magnifying returns vis-à-vis risks
- Competitive advantage is not going to be about strategy but instead it will be about business execution.
- How to punch a company above their weight class.

### 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.

“ 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. Anupum Narula**  
**Prof. Ashok Kr. Harnal**  
**Prof. Ashok Kumar Puri**  
**Prof. Basant Potnuru**  
**Prof. Bishakha Majumdar**  
**Prof. Dhanya Jothimani**  
**Prof. Faisal Ahmed**  
**Prof. Freda Swaminathan**  
**Prof. Harshita**  
**Prof. Himanshu Joshi**  
**Prof. Hitesh Arora**  
**Prof. Mohita G.Sharma**  
**Prof. Muqbil Burhan**  
**Prof. Neeraj Kumar**  
**Prof. Payal S. Kapoor**  
**Prof. Piyush Pandey**  
**Prof. Prachi Bhatt**  
**Prof. Qazi Asif Zameer**  
**Prof. Rajneesh Chauhan**  
**Prof. Rakhi Tripathi**  
**Prof. Reeta Raina**  
**Prof. Sanghamitra Buddhapriya**  
**Prof. Savita Gautam**  
**Prof. Shallini Taneja**  
**Prof. Shilpi Jain**  
**Prof. Somayya Madakam**  
**Prof. Sriparna Basu**  
**Prof. Subhasis Bera**  
**Prof. Subir Verma**  
**Prof. Sumeet Kaur**  
**Prof. Vandana Gupta**  
**Prof. Vinay Dutta**  
**Prof. Vinaytosh Mishra**

## Faculty Profile

**Dr. Jitendra K. Das** Director, 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., Globe Cast India (a division of France Telecom), various ministries of the Government of India, etc., and member of a few policy committees of the Government of India. In academics he has been associated with teaching at IIM Ahmedabad, Kozhikode and Lucknow, and at Danube Business School, Danube University Krems, Austria. He has organized National Conferences and Management Development Programs, and has addressed distinguished gatherings at national and international forums. Through research initiatives he actively contributes to the body of knowledge in the marketing area, particularly in the Customer Relationship Management area. He can be reached at: <j.das@fsm.ac.in>.

**Prof. Alok Kumar** is working as an Assistant Professor in the area



of quantitative techniques and operations management at FORE School of Management, New Delhi. He is a graduate in mathematics (Hons.) from the University of Delhi and a post-graduate in operational research from Department of Operational Research, University of Delhi. He has been awarded Ph.D. degree in operational research in

the area of inventory management at University of Delhi. His area of research interest is developing mathematical models in the field of inventory management and has published numerous research papers in refereed journals of national and international repute in the field of developing models for integration of innovation diffusion theory with inventory management. He has several years of teaching and research experience. Prior to FORE he has taught several papers in the area of business management such as business statistics, operations research, business research methods and operations management in different management colleges. There are 21 articles which have been published (accepted for publication) in international journals of high repute, several articles are published in conference proceedings, numerous articles are published as book chapters, 11 articles are published as working papers and few articles have been communicated in different international journals of high repute. He can be reached at: <alok@fsm.ac.in>.



**Prof. Ambrish Gupta**, M.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 JamiaHamdard 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-SM**



Ph.D, MBA, PGDM, M.Phil, LLB, UGC-NET

With a heterogeneous mix of Industry, teaching, consulting and research experience of around 25 years, is a Ph.D in the area of strategy and competitive advantage. He has 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. With two edited books he has more than 20 publications in Journals like TFS, IJSCM and JCM.

Area of interest- Strategic Change, CI, Strategist Toolkit, Business Ecosystem. He can be reached at: <anil.singh@fsm.ac.in>.

**Prof. Anita Tripathy Lal** : Ph.D. (IIT-Kanpur), Certified Mentor (London Business School) , Experience: 22 years.



Dr. Lal is a Professor at FORE School of Management. Her expertise lies in the areas of Business Communication, Leadership & Entrepreneurship. She has about 22 years of work experience in the areas of teaching, training and research. Her experience of teaching also includes three years as a visiting faculty at IIT Delhi and IIT Kanpur.

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. She has been a part-time consultant for three years to NTPC's World Bank funded projects on Environmental Impact Assessment.

Connecting with Industry and conducting Management Development Programs (MDP) is her forte. Has conducted number of open & customized MDP's and workshops in the areas of 'interpersonal relationship, communication & presentation skills, assertiveness, positive attitude, leadership, entrepreneurial competencies, opportunity evaluation and business model & plan' for IAS, IFS & ISS officers, corporate in various MNCs, Public and Private sectors. She 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.

A Ph.D. from IIT Kanpur and also the recipient of the prestigious Certification with Honours on 'Mentor Development Program for Entrepreneurs' jointly conducted by London Business School and National Entrepreneurship Network (2011). 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 has been on the 'Mentoring Board' of IIT Kanpur Entrepreneurship Cell and Amity University. At FORE she is also the Prof. In-Charge of the Centre for Entrepreneurship Development. She can be reached at: <anita@fsm.ac.in>.

**Prof. Anupam Narula**, is M.A (Eco), PGDBM (Marketing) and Ph.D



(Eco) and brings with him more than 20 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. Presently he is member of Director's Advisory Committee at FORE, which provides strategic &

operational inputs from time to time.

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 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 all around the globe 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 universities and premier management B-schools in India.

His teaching, 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, Relaxo footwear, Tata Pigments Ltd, Jain Irrigation systems Ltd, Oriental Refractories Ltd, G.D Foods Mfg. Pvt. Ltd., Directorate General of Resettlement Indian Army and many others. He can be reached at: <anupam@fsm.ac.in>.



**Prof. Ashok Kumar Harnal:** Graduated from IIT Delhi; M. Phil, MA (Economics): Expert in Big Data and Data Analytics both on the technology side as also on Analytics side. He has extensively taught faculty and students on the subject of big data technology and analytics. He has participated in various machine learning problems in areas of business & marketing. He can be reached at: <ashok@fsm.ac.in>.



**Prof. A.K. Puri** is Senior Professor at FORE School of Management, New Delhi. He has been Director General at Institute of Technology and Science (ITS) and Fortune Institute of International Business, New Delhi. He has been Senior Professor at Institute of Management Technology (IMT) Ghaziabad.



With about 28 years of academic experience Dr Puri also carries corporate experience of 14 years as

Bank executive. Prof Puri is MBA and PhD from Faculty of Management Studies (FMS), Delhi University. He is a well-known academician, academic administrator and corporate trainer.

#### Awards

- ASSOCHAM Education Excellence Award as Best Faculty for Career Development Skills
- “Best Professor in Financial Management” by CMO Asia as part of Asia’s Best B-School Awards held in Singapore.
- DNA & Stars of the Industry Group Innovative B-School Awards for ‘B-School Professors Who Continuously Innovate in Style & Substance for Academic Excellence’
- Dewang Mehta Business School Awards for ‘Best Teacher in Financial Management’.
- ‘Best Management Educator Award’ by World Management Congress.

Prof. Puri has been conducting training programs for many companies in private and public sector. Organisations that have availed of his expertise include the Oberoi Hotels, The Park, Ginger Hotels, Jindal Steel and Power Ltd, CSIR, Jindal Stainless Ltd, Alstom, CSC India, Royal Bank of Scotland, Apollo Tyres Ltd, Perot Systems, Samtel Group of Companies, Yamaha Motor Ltd., Cyber Media India Ltd, GCM Worldwide, Bharti Televentures, AstrumSercon etc. He has also handled consultancy projects for various organisations including National Backward Classes Finance and Development Corporation, SamtelColour Ltd, Indian Medical Association, and the Delhi Government.

He has also conducted a large number of Faculty Development Programs and Case Writing and Case Teaching Workshops for faculty of business schools in India and abroad.

He designed and executed strategy for Pulse Polio Programme for eradication of Polio from India, as a social project. He contributed to evolution of the conceptual framework of Pratibha Vidyalayas in Delhi towards uplifting academic quality of Government run schools. He can be reached at: <akpuri@fsm.ac.in>.

**Prof. Asif Zameer,** Professor of Marketing at FORE School of Management, is a Bachelor of Engineering (Delhi College of Engineering), MBA and Ph.D. Presently, he is the Chair (Executive Education) and earlier held the position of Area Chairperson (Marketing), Chair (PGP) and also Professor-in-charge: Center for Customer Management at FORE for a long time. He has more than 16 years of rich industry exposure and over 13 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. His teaching and research interests lie in Advanced Marketing Research, Sales and Distribution, Retailing, Marketing Management, B2B Marketing, Mall Management, Supply Chain & Logistics and Consumer Behavior. He has taught at many leading B-schools and all major Universities in Delhi – NCR. He has published a number of research papers in reputed international and national journals and presented his work in various national and international forums. He has travelled extensively across the globe. He is the recipient of Best Case Study Author award from Delhi Management Association. He regularly conducts seminars, MDPs, FDPs and Online Executive Education programmes in the areas of his expertise. He can be reached at: <asif@fsm.ac.in>.



**Prof. Basant Potnuru,** M.A. (Eco.), M.Phil& PhD (JNU)

A PhD in ‘Economics of Education’ from the Jawaharlal Nehru University, New Delhi. Currently, Associate Professor of Economics and Business Policy at FORE School of Management, New Delhi. Prior to this, he worked as Head of Research & Projects at India Centre for Migration, a think-tank of the Ministry of Overseas Indian

Affairs, Government of India, New Delhi. He has about 13 years of job experience in teaching and research. His areas of research interests are international labour migration, health and skills. To his credit, he has published many research papers and policy briefs in the national and international peer reviewed journals and edited books. He can be reached at: <basant@fsm.ac.in>.

**Prof. Bishakha Majumdar,** Fellow, IIM Indore; Assistant Professor, OB & HR.



Prof. Bishakha Majumdar has three years of experience in teaching and research in the areas of Applied Psychology and Organizational Behaviour. She has national and international publications in human resource management, psychology, and public health, and has received, among others, the WDI Case Competition Award 2018 (University of Michigan, USA), the Best

Management Research Award 2013 (National Academy of Psychology), and the Young Scientist Award, 2011 (Indian Academy of Applied Psychology). She has conducted MDPs and workshops extensively, with organizations such as Coal India, Oriental Insurance, Airport Authorities of India, NHPC, Relaxo Footwear, and Sonic ZF, in the areas

of HR analytics, mentorship, feedback, motivation, time management, harmonizing self and others, and workplace communication. He can be reached at: <bishakha@fsm.ac.in>.

**Prof. Dhanya Jothimani, Assistant Professor at FORE:** PhD (Financial Analytics) from IIT Delhi; MTech (Industrial Engineering and Management) from IIT Kharagpur; BTech (Production Engineering) from NIT Tiruchirappalli. She has more than 5 years of experience in research. She has received funding from DST and CSIR to present her research work in INFORMS Annual Meeting 2016. Her research works are published in several international journals and books. Her current areas of interest include Big Data Analytics and Decision Science. She can be reached at: <dhanya@fsm.ac.in>.



**Prof. Faisal Ahmed** is Associate Professor & Chairman of International Business Area at FORE School of Management, New Delhi. His research and consulting areas include free trade agreements, WTO issues, south-south cooperation, and trade & geopolitics. He held the position of consultant to the United Nations Economic and Social Commission for Western Asia (UNESCWA) and other organisations, and has led project supported by the Ministry of Commerce & Industry, Govt. of India. He has also taught at Indian Institute of Foreign Trade, New Delhi as a visiting faculty and has worked as Associate Director with CUTS International, a leading global think tank on competition and WTO issues. He holds Master and Ph.D. degrees from India in the area of international trade, and an Executive Certification in Geopolitical Analysis from Geneva, Switzerland. He is a member of prestigious international associations like International Studies Association, Connecticut, USA; and, International Political Science Association, Montreal, Canada. His research papers have been published in national and international refereed journals indexed in scholarly databases. He has also published several opinion articles, book chapters and monographs with ISBN. He has edited a book India's Foreign Policy: West Asia and North Africa; and is the author of the textbook Business Environment: Indian and Global Perspective published by Prentice-Hall (PHI) publications. He has visited several countries for academic work and is invited as speaker and panelist by leading universities, think tanks, Embassy and inter-governmental organisation in India and abroad. Dr. Ahmed's articles have also appeared in leading newspapers like The Financial Express, Bangkok Post, South China Morning Post, Business Standard, The Santiago Times, The Hindu Business Line, and The Economic Times. Also, he has been on expert panel in national and international media like Times Now TV channel and Vietnam News TV on trade and geopolitical issues. He can be reached at: <faisal@fsm.ac.in>.



**Prof. Freda Swaminathan,** Professor, Marketing, PhD (Business Management), MS-Communications, (Illinois State University, USA), MBA (IIMA), BA (Honours) Economics (Lady Shri Ram College) Prof. Freda Swaminathan has a unique mix of 25 years of industry experience and over twelve years of academics. Her corporate experience included 18 years of working in Client Service for ad agencies viz. LINTAS,



JW Thompson and also profit-center responsibility, as Vice-President of Advertising & Sales Promotion (ASP – a CK Birla group). She was Head Marketing Communications at Goodyear India Ltd. for 3 years, and was also the Senior General Manager-Marketing at DSS Mobile Communications (a Dalmia Company).

She is a faculty in Marketing with specialization, Brand Management, Integrated Marketing Communications and Creativity and Innovation in Marketing. Her areas of interest include the study of creativity and culture in brands and advertising. She has published papers and undertaken a number of workshops and seminars. She can be reached at: <freda@fsm.ac.in>.

**Prof. Harshita :** She is currently working as an Assistant Professor in the area of International Business. Pursuing her PhD from Indian Institute of Technology (IIT) Delhi, she has submitted her thesis on market efficiency and asset pricing. During her doctoral study, she received financial assistance from the Research Promotional Fund at IIT Delhi for paper presentation at the Economics and Finance Conference held in London. She has published articles with journals of international repute and has presented papers at prestigious institutes and societies. She has received University Grant Commission's fellowship for pursuing research. She has pursued her Masters in Commerce from Shri Ram College of Commerce, University of Delhi. Prior to joining academics, she was associated with Tata Power Delhi Distribution Limited for a year. Her interest areas include Asset Pricing, Market Efficiency and International Finance. She can be reached at: <harshita@fsm.ac.in>.



**Prof. Himanshu Joshi,** Associate Professor has been into teaching, training and research for more than 17 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,** is a Professor in the area of Quantitative Techniques/ Operations Management at FORE School of Management, New Delhi. A graduate in Mathematics and a post graduate in Operational Research from University of Delhi, he has earned his Doctorate in Mathematical Programming from Department of Operational Research, University of Delhi. He has qualified National Eligibility Test (NET) conducted





jointly by CSIR & UGC for Lectureship with Junior Research Fellowship (JRF) in Mathematical Sciences. He started his teaching career from University of Delhi and taught subjects like Optimization, Queuing Theory, Inventory Management and Statistics besides guiding students in their project work. Prof. Arora has also worked as an Actuarial Consultant with a UK-based MNC. As an actuarial consultant, his work involved Data Modeling and Reserving for Personal and Commercial Lines of different UK-based insurance companies. He has over seventeen years of experience in academics and industry. Prof. Arora has worked immensely in the area of Mathematical Programming and his present areas of research interest are measurement of Productivity, Service Quality and effect of information technology in Indian banking sector. He has to his credit, a number of research papers in national and international journals of repute. He has also conducted various Management Development Programmes (MDPs) in Decision Making Techniques for Managers. 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 has been a Chevening Rolls Royce Science and Innovation Fellowship (CRISP) Scholar at SAID Business School, University of Oxford. She is also the recipient of coveted NTSE Scholarship. She obtained her doctorate from Indian Institute of Management (IIM) Lucknow, making seminal contribution in the area of Spare Parts Management. Her industry profile includes a stint 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 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 Circular Economy, Sustainable Operations, 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, Netherlands 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: <mubqbil@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, MothersonSumi Systems, Capgemini, PGCIL, GAIL India, Engineers India, Wockhardt, MarutiUdyog, 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** Assistant Professor in the area of Marketing, has industry experience of close to six years and academic experience of three and a half years. She has handled various leadership roles in the function of Sales and Marketing and her last industry assignment was with Entertainment Network India Ltd (Radio Mirchi, Delhi). She has keen interest in Digital Marketing and has successfully conducted Management Development Programmes in the area. Her research interest focused on understanding electronic word-of-mouth behaviour on social media. She can be reached at: <payal@fsm.ac.in>.



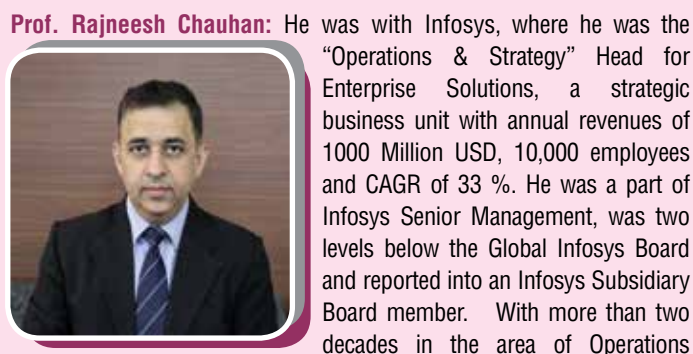
**Prof. Piyush Pandey** is a Ph.D. Finance (thesis submitted) from Department of Financial Studies, University of Delhi after having worked for 2 years in UBS ISC (now acquired by Cognizant Technology Solutions) in Equity Research and Fixed Income Structuring roles. He has published his research work in peer reviewed economics and finance journals of international repute (affiliated to Springer, Elsevier, Emerald etc.). He was also actively involved in corporate consulting having consulted JLLSFG on a real estate finance project and a wealth management firm on profitable investment strategies. He worked as a Senior Research Fellow on an ICSSR, Govt. of India, sponsored major research project entitled "Financial Integration in the South Asian region- An Empirical Study". His research interests include Financial Derivatives, Market Microstructure and Asset Pricing. He can be reached at: <piyush@fsm.ac.in>.





**Prof. Prachi Bhatt:** Associate Professor in OB&HR at FORE School of Management. She is Ph.D. and Masters in HRM (Gold Medalist). She has over 10 years of research and teaching experience. She is Certified in Negotiation Research and Teaching from one of the world's best B-Schools— Kellogg School of Management, Northwestern University, USA. Her research experience and corporate association covers projects with Zydus Cadila Healthcare Ltd, Ahmedabad, GCMMF Ltd, Anand, and Indraprastha Apollo Hospitals, New Delhi.

She has designed and conducted training programs for corporate executives- across management levels in both public and private sector organizations such as IFCCO, EIL, GAIL, Petronet LNG Ltd., Power Grid, ONGC Videsh Ltd., THDCIL, Idea Cellular Ltd, and many more. Executive training programs conducted by her include topics (in OB and HRM) such as Effective Negotiation, Culture and Change Management, Enhancing Managerial and Team Effectiveness, Interpersonal Skills, Organizational Culture, Competency Mapping, Psychometric testing and applications; and the allied areas. She also heads the Center for Psychometric Testing & Research (CPT) at FORE. She can be reached at: <prachi@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>.



**Prof. Rakhi Tripathi,** is an Associate Professor and Area Head in Information Technology Department at FORE School of Management, New Delhi, India. She is also the Head of Centre for Digital Innovation. She has completed her Doctoral degree (PhD) from School of Information Technology, Indian Institute of Technology Delhi (IIT Delhi). Prior to that she completed her MS in Computer Science from Bowie State University (University of Maryland System), USA. Her specific areas of research are: E-government, Digital Innovations for Higher Education and Women Security.

She has eleven years of experience in research and has previously worked on prestigious projects at Department of Computer Science, Indian Institute of Technology Delhi. Primary objective of her research is to use Digital innovation to serve the society. For this she completed two research projects on Higher Education. Her latest project along with three other Professors from King's College London and London School of Economics is from British Academy. The topic is '(Dis) connected Infrastructures and Violence Against Women (VAW)' which aims at creating safer cities in India with the help of digital innovation. For this project she and her team has received a research grant of GBP £290,000 from British Academy Global Challenges Research Fund (BA GCRF), UK. She can be reached at: <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 IIITM. She can be reached at: <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 having 22 years of experience in teaching.

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, IOC, OIL 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>.

**Prof. Savita Gautam** PhD, TERI University, PGDIT IIFT



Prof. Savita Gautam, has corporate experience of over 18 years in the area of International Business. She has worked with M/s Carborundum Universal, Chennai. She has also worked with couple of start-up companies and has successfully spearheaded their business in the international market. She has been active in consultancy work on foreign markets, export diversification and post export incentives.

She has teaching and training experience at Chennai University, MMTC training center, and Jamia Millia Islamia, New Delhi. She also conducts Executive Development Programs at Fore School of Management. She has published work on environmental measures and the Indian marine sector. She also has publications in ARTNeT UNESCAP, Bangkok.

Her areas of interest are WTO, Trade and Environment issues, Foreign Trade Policy, Trade Facilitation Issues and Food Safety Regulatory Issues. She has extensively worked on potential Exim Markets and data analytics of the same. She can be reached at: <savita@fsm.ac.in>.

**Prof. Shallini Taneja**, (Associate Professor, FORE School of Management, New Delhi, FPM (PhD), M.Phil. (Economics), MBA, MA (Economics).



She is having 14 years of experience in teaching, research and industry. During her fellowship from MDI, Gurugram, she worked as a senior research fellow in a project with her professors in AICTE sponsored National Research Project on "Corporate Social Responsibility

(CSR). She is the recipient of sponsorships from ISDRS, Hong Kong and The Wharton School, USA for paper presentation and attending the conferences. She has taken lectures as guest faculty at St. Mount Mary's University, USA and The Indian Institute of Corporate Affairs (IICA) under aegis of The Ministry of Corporate Affairs, GOI on CSR. Her research paper published in Journal of Business Ethics (Impact factor: 1.837) had more than 226 citations since 2011. She has conducted the MDP's on CSR for the managers & the Executive Directors of the various companies like NHPC, GAIL, RITES, IRCTC, J.K Cement, SBI etc. She can be reached at: <staneja@fsm.ac.in>.

**Prof. Shilpi Jain**, is a Professor of Business Administration in the Information Technology Department at FORE School of Management, and the faculty chair of Computer Center Advisory and Purchase Committee. She also serves on the institutions' Faculty Committee & Research Committee. Prof. Jain has held research positions in a variety of functional areas. During her stint at Infosys Research Labs, she has designed prototypes for virtual teams



enabling paired programming, country risk analysis framework, and a prototype for dynamic resource sharing across geographies. Her current research is in applied and empirical software engineering, user behavior on social media & e-commerce, digital inclusion at grassroots level, and adoption of disruptive technologies, which includes digital currency, gamification, and enterprise systems on cloud. She chairs several executive education programs on e-commerce strategies, disruptive technologies, managing business on cloud, data summarization, and business storytelling with data. A regular author in National Newspaper, she has coauthored numerous business case studies and research articles in journals including Ivey Publishing, ACRC, ACRJ, WDI, and Team Performance Management. She has been presenting her research in conferences of repute. She can be reached at: <shilpijain@fsm.ac.in>.

**Prof. Somayya Madakam** submitted his doctoral thesis on "Internet of



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his academic research work in both Inter/national conferences including at Bangkok, Dubai, Alicante (Spain), Fairfax (USA) and Porto (Portugal). He also published more than 20 articles together with conference proceedings, in journals, book chapters and posters. His research interest areas include IoT, Smart Cities, Quality of Life, Big Data Analytics, Information Security and Qualitative Research. He is upcoming evangelist on "The New Language of Publications". He can be reached at: <somayya@fsm.ac.in>.

**Prof. Sriparna Basu**, Professor of Communication at FORE School



of Management, holds an M.A. from Jadavpur University, Kolkata (Gold Medalist) and obtained her Masters and Ph.D. in Cultural Anthropology from the University of Illinois at Urbana-Champaign, USA. She has more than 17 years of teaching experience which also includes training and consulting experience across various industry sectors. Her training interests span the domains

of HR and Communication. She has conducted training workshops on change communication, cross-functional team work, interpersonal communication, assertiveness, cross-cultural communication in international business, crisis communication, 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, British council, Relaxo Footwear, Oriental Insurance, Aviation Academy of India, Indian Institute of Public Administration, Indian Oil, Tata Motors, Food Corporation of India, Border Security Force (BSF), Indian Military Academy Dehradun, and also some start-up organizations. She has presented papers in 18 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. She has won awards in more than one international case writing competitions. 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; sustainability of social ventures and behavior of small firms. She can be reached at: <sriparna@fsm.ac.in>.

**Prof. Subhasis Bera:** PhD (JNU), MPhil (JNU), MA (Economics)



Prof. Subhasis Bera is an Associate Professor in the area of Economics and Business Policy, FORE School of Management, New Delhi. He has more than twelve years of experience in research and teaching. He has worked as a Fellow at Indian Council for Research on International Economic Relations (ICRIER), New Delhi and also has worked at World Bank (New Delhi) as a consultant.

He also taught courses in Microeconomics at Post graduate level and graduate level.

His areas of expertise are Pricing, Economics of Technology and International Trade; In particular, he has worked on Digital Divide and Open Source Software Development, Foreign Direct Investment, Information and Communication Technology and Applied Econometrics.

He has published papers in peer reviewed reputed international journals and presented papers in many international conferences held abroad as well as in India.

He is in the editorial board of few reputed International Journals. He is a member of Euromoney Country Risk's expert panel, member of Solution Exchange for ICT for Development Community (UNDP), member of Solution Exchange for the Education Community (UNDP). He can be reached at: <sbera@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, JaibharatMaruti, GETIT, Kampsax, Lancolnfratech, Siemens Power Engineering, SMEC India, SMS Demagetc 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 13 years work experience. She has conducted Management Development Programs on topics like applications of qualitative techniques in competence mapping, simulation techniques and assignment problems, operations excellence, supply chain management, advanced excel techniques for managers of public and private sector. She has organized workshops

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

**Prof. Vandana Gupta,** Associate Professor is PGDM from Indian



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Mergers & Acquisitions, Financial Accounting. She has to her credit several research papers in national and international journals and has presented research papers in reputed national and international conferences. She has conducted training programs on credit rating, spreadsheet modeling for business valuations and finance for non-finance. Her areas of interest include Business Valuations, Corporate Restructuring including M&A, Financial Management. She can be reached at: <vandana@fsm.ac.in>.



**Prof. Vinay Dutta:** M.Com, CAIIB, PG Diploma in IRPM, Experience: Over 30 years

Prof. Dutta is a banker turned academican and an alumni of Shri Ram College of Commerce. He has over three decades of experience in Banking, Corporate Sector, Teaching and Training. He is the

recipient of Dewang Mehta Business School Award for Best Teacher in Financial Management. He has co-authored a book "Commercial Bank Management" published by McGraw Hill Education (India) Private Limited. Prof Dutta is regularly invited by PHDCCI and other professional forums for special sessions. Prof Dutta has been associated with Punjab National Bank and Allahabad Bank as external expert in the Interview Committee for promotion to senior executive levels. He is member of the academic council of the Global Risk Management Institute, Gurgaon. 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, including open and in-company programmes on Enterprise Risk Management for Creating Intelligent Organisation. 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 Behavioural Finance and

Personal Wealth Management, Management of Commercial Banks and Financial Services, and Corporate Finance. He can be reached at: <vinay@fsm.ac.in>.

**Prof. Vinaytosh Mishra :** PhD (Thesis Submitted), IIT (BHU); B-Tech (ECE), IIT (BHU); MBA, IMNU; PG Diploma (Statistics & Computing), ISC-BHU, Experience: 10 Years.



**Brief Profile:** He has more than ten years of experience in industries like Manufacturing, Financial Services, Software and IT. He has worked with reputed companies like FIITJEE Edusoft, Religare, Rosenthal India and Jindal ISPAT. He has also worked as founding team member for start-ups in healthcare, pharmaceuticals and IT.

## Partial List of Clients for Customized Programmes

### PUBLIC SECTOR

- Airport Authority of India
- Badarpur Thermal Power Station, NTPC
- BALCO, Korba
- Bhilai Steel Plant, SAIL
- Bongaigaon 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

### MULTI-NATIONAL CORPORATIONS/ PRIVATE SECTOR

- Aga Khan Foundation (India)
- AstrumSercon 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
- JaypeeRewa Cement
- Jindal Stainless Ltd., Hissar
- Jindal Steel & Power Ltd., Raigarh

- JK Lakshmi Cement
- Jubilant Food Works Ltd.
- Kingfisher Airlines
- LancoInfratech Ltd.
- Maruti Suzuki India
- Max Speciality Films
- Metlife Global
- Micromatic Grinding Technologies
- New Holland Tractors
- NFL, NayaNagal
- Oberoi Group
- Panasonic India Pvt. Ltd.
- Parle, Neemrana
- Pearl Academy
- Pepsico India Holdings
- Petronet LNG
- Ployplex India Ltd.
- Royal Bank of Scotland
- SentissPharma India Pvt. Ltd.
- Sony India Pvt. Ltd.
- SRF
- Star India Limited
- Taj Group of Hotels
- TATA Chemicals
- TISCO, Jamshedpur
- Vodafone Essar, Mohali
- Watson Wyatt India
- YKK India



## Partial List of Participating Organizations

- 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 BijliVitran Nigam
- Damodar Valley Corporation
- Danieli Corus India
- Delhi International Airport
- Delhi Transco Limited
- DNDi
- Dredging Corpn. of India,
- EdCIL (India) Ltd.
- EdynamicSofttech 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
- JubliantFoodWorks 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. RajyaVidyutUtpadan Nigam,
- UCO Bank
- United Bank of India
- United India Insurance
- Walchand People First
- Western Coalfields Limited
- Youreka Campouts





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