At the Centre for Executive Education, we believe learning doesn’t stop with the classroom. Which is why we have designed programmes that help participants apply classroom learning to their business challenges. This real-time intervention enables participants to stay relevant in a dynamic business scenario and the organisations to stay continuously competitive. We call it Real Results, where application is as vital as the learning itself.
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*Upcoming
ISB CEE has a strong alumni community of more than 25,000 business leaders, senior professionals and entrepreneurs. Being a part of the alumni network ensures you access to premium learning events, speaker sessions and conferences. Not to mention the opportunity to network with successful alumni across diverse industries. The CEE Alumni Chapters in Hyderabad, Bengaluru, Mumbai and Delhi ensure high level of engagement and interaction amongst its members throughout the year.

The ISB CEE alumni model helps us to partner with you at every stage of your career by offering effective solutions through its various offerings thus leading to real results.

“It was an excellent experience. The quality of the faculty was outstanding.”

Mr. Pradeep Dhobale, Executive Director – ITC
“The standard, the depth, the interaction with other senior leaders gives a different perspective to oneself - unbiased.”

Mr. Felix Arokiadoss, Head-Internal Audit, Novartis India Limited

“Gave a perspective on one’s personality, at a deeper level. More than anything else, I am more self aware than before.”

Mr. Puneet Agarwal, Vice-President, Royal Bank of Scotland
“A great opportunity for executives to focus on turning business plans into reality.”

Mr. C Velumani,
Chairman, CRI Pumps Pvt. Ltd.

“Great learning opportunity imparted in excellent way.”

Mr. Sudhanshu Singh,
Country Lead,
Dell India Pvt. Ltd.
FOREWORD

Greetings from the desk of the Deputy Dean!

The year 2013 saw the economy stabilising with a hope of better times in the coming year. The business world saw a shift in paradigms and realised that change is here to stay! With growing economic uncertainty, the corporate world addressed issues with innovative business practices to reduce the impact of the global slowdown.

ISB has been the front runner through its thought leadership approach and has designed numerous initiatives and programmes to meet these challenges. Be it for the school students, the corporates or the alumni, we have strived to address these issues by creating value in the education sphere.

After the successful launch of the Mohali campus, we were able to achieve smooth functioning of the two campus, one school model. The programmes launched for Executive Education were smoothly delivered and we expect to see more programmes to be scheduled at Mohali.

The coming year will see corporate leaders like you addressing issues on managing risk to pace up development in the new economy. We at ISB are committed to deliver excellent education to cater to these needs. The Centre for Executive Education thus has come up with a new calendar which marks the beginning of the year 2014.

I am sure you will find it to be useful. Feel free to get in touch with us for any assistance.

Wishing you and your family a very Happy 2014!

Deepak Chandra
Deputy Dean
Indian School of Business
Greetings from the Centre for Executive Education (CEE)!

The changing times that we are in makes it imperative for all of us to learn continuously. The new eco-political terrain will bring in new challenges in the coming year. Businesses and individuals alike are required to be ready for change lest we get into a reactive mode of managing change.

The CEE helps participants to learn and apply knowledge so as to get real results in their business. The pedagogy of the programmes helps participants to take learnings from live case studies which make learning more relevant for them. 2013 saw launches of many new programmes both in the custom and open category. We also launched programmes internationally and started programmes for Government bodies. The year has been encouraging and we hope to set new benchmarks in delivering the best in executive education in the coming year.

ISB CEE will leverage technology to impart learning for enhancing workplace performance of its participants by launching various online courses. We bring you a portfolio of open programmes for 2014-15 which will enable you to face the change, and be the change! The Open Programme calendar is addressed to corporate houses as well as individuals, to industries as well as entrepreneurs. The Certification programmes help to gain indepth knowledge in a particular area which enables the participant with new technical skills.

We at CEE ensure you get the best of Executive Education with unparalleled experience during your stay with us. I look forward to your participation in our programmes at our Hyderabad/Mohali campus.

Happy learning!

Ramanathan Hariharan
Head, Centre for Executive Education
Greetings from the Director (Open Programmes) – CEE!

At the onset, I would like to thank all our clients and participants who have supported to make it a successful 2013.

The last year saw a series of new international and industry specific programmes being launched successfully. We are sure of these programmes catering to the new business needs of our clients looking at the participation we received. The Certification Programme for Business Analytics received an overwhelming response; we will continue to cater to the requirement with more batches in the coming year.

The Open Programmes at CEE caters to the changing business needs proactively, which helps participants to create real value through learning. The “Thought Leadership for Real Results” approach ensures the programmes delivered equips one to be ready for change and create success.

For the current year we have launched programmes to cater to various management segments for instance the Middle-Management Series is launched in different locations through our Regional and Community specific programmes. The new programmes are added as part of our exercise to be market focused and be partners of economic growth with our clients. The Programme Plus module will help companies and participants to evaluate their learning. ISB will create a plan to ensure results which will measure the learning imparted under various programmes at CEE.

The 25000+ ISB CEE Alumni network ensures a continuous learning experience through various activities across our chapters in Hyderabad, Bengaluru, Delhi and Mumbai. The coming year will see a slew of new initiatives being launched for the ISB CEE alumni which should enable us to increase and enrich the network.

I proudly present to you the new programme calendar for the year 2014-15 with the belief that it would enable you to become more successful as business leaders.

With best wishes!

Manish Sinha
Director, Open Programmes
Centre for Executive Education
The Indian School of Business (ISB) is a research-driven independent management institution that grooms future leaders for India and the world. Its association with the Kellogg School of Management, The Wharton School, London Business School, MIT Sloan School of Management and the Fletcher School makes it one of a kind in Asia. The School offers a one-year full-time Post-Graduate Programme in Management (PGP); short-duration, high-powered Executive Education programmes for middle and senior management and CXOs, a 15-month part-time Post Graduate Programme in Management for Senior Executives (PGPMAX), Management Programme for Family Business (MFAB), a 5-year Fellow Programme in Management and the doctoral offering. The original and distinctive research of our faculty members ensures that our programme content is contemporary and global in its perspective, which develops our students’ understanding of modern management opportunities and challenges.

ABOUT CEE
The Centre for Executive Education (CEE) at the ISB conducts a variety of programmes for working professionals. Over the years, it has evolved into a hub of meaningful exchanges between business leaders and academia. The Centre attracts some of the finest faculty from leading business schools and has become a knowledge centre for practical understanding on emerging economies. At the CEE programmes, participants learn both from the cutting-edge management research of the faculty, as well as from the wide experience of fellow learners. It provides an ideal platform for gaining new insights in order to be successful in an increasingly complex world.

Through its alumni initiatives, the Centre reaches out to past participants and conducts knowledge events on management thought leadership.

The programme design team at the CEE identifies current business and industry challenges through extensive research on business environment and discussion with industry experts, management thinkers and corporate leaders.

This ensures learning solutions at the ISB remain relevant to the dynamic business scenarios.

The Executive Education Programme Schedule for 2013-14 details several such programmes that will help create a real impact for participants.
CEE OFFERINGS
OPEN ENROLLMENT PROGRAMMES
The CEE designs Open Enrollment Programmes to help the modern day executive keep pace with the ever-changing business practices. Being current in nature and global in scope, the Open Programmes equips participants with skills and knowledge to address real-world business problems in real-time. These programmes are conceived and delivered by a pool of globally renowned faculty and industry stalwarts, who draw on their own experience in delivering the learning that is most relevant to you. The programmes are designed to meet specific business needs and are conducted in different formats:

On Campus programmes: Enables you to soak in knowledge on campus and ensures a truly world class experience.

Regional Programmes: Is held in major metros (Mumbai, Delhi and Bengaluru).

The Middle-Management Series: Programmes for middle-management level ensures specific skill building abilities along with knowledge development on important aspects of business.

The Impact Study Modules: This will help companies evaluate the impact of learnings at ISB. As an extension of the knowledge delivery, ISB also helps organisations ensure real results through the programmes. Contact us to know more about the Impact Study Modules.

CUSTOM DESIGNED PROGRAMMES
The CEE designs and delivers customised learning solutions to meet specific needs of your organisation. These learning initiatives are conceived to bridge capability gaps within your organisation, and are aligned with your strategic business needs. Being highly contextual in nature, these programmes deliver a customised learning experience that leads to effective skill enhancements.

INSIDE INDIA PROGRAMME
This unique programme is for executives from global organisations who are exploring business opportunities in India. The Inside India programme gives participants an insider’s view of the dynamic markets of India, its business environment, socio-cultural norms, and emerging opportunities. With a well-designed action learning project incorporated in each programme, participants will apply this learning in real-time, and thus gain actionable strategic insights about the workings of emerging market economies.

TECHNOLOGY ASSISTED LEARNING
The CEE is also in the process of designing technology-assisted learning programmes that will deliver a transformational learning experience right at an individual's desktop, thus benefiting a large number of executives. A combination of synchronous and asynchronous media will be used to provide
a real-time, value-added learning experience. This amalgam of world-class faculty and state-of-the-art technology tools ensures that contemporary global management education is accessible to everyone.

L&D CONSULTING
The CEE actively consults organisations to create their Learning and Development strategy. This can include assignments for companies planning to expand their in-house learning centres into corporate universities. CEE experts provide academic and organisational guidance throughout the expansion process.

EXPERT TALK SERIES
The CEE invites leading faculty and experts to deliver short and intense knowledge sessions on current industry issues and latest research findings. Companies often sign up for a series of expert talks on different management subjects for employee groups to maximise benefits for the organisation.

“The role of senior professionals in management is to frame the rules for the rest of the organisation to play out. CEE gives you the opportunity to learn to make these rules.”

SAJAM ABDUL SALAM, MANAGER (HR), ING LIFE INSURANCE

COLLABORATIVE RESEARCH
The CEE partners with companies to conduct research or develop case studies in areas of strategic interest. This combines faculty expertise and industry experience to generate current and relevant knowledge that is immediately applicable.
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at, but (however)
structive comments
WHAT BRINGS YOU REAL RESULTS?
LEARNING WHAT’S RELEVANT TO THE MARKET AND TO YOUR BUSINESS
We know that you are looking for learning that is relevant to your business and your market. Hence, our programme design team studies the challenges across industries and functions, and combines the learning with the latest findings in management research. Thus, the programmes designed are most relevant to you in terms of issues addressed, ideas provided and pedagogy.

LEARNING FROM THE BEST OF GLOBAL FACULTY
ISB CEE’s unique combination of resident and visiting faculty model means that each programme is delivered by the most relevant and experienced faculty in that domain. Thus, you can be assured that you are learning from a globally renowned authority on the subject being taught.

A LIKE-MINDED PEER GROUP
A healthy exchange of ideas with fellow learners can enrich your classroom experience and can provide you with crucial insights. That’s why we pre-screen all applicants for the programme. This, along with expectation mapping of each participant, enables us to group you with like-minded peers.

AN ACTIVE LEARNING APPROACH
At CEE, learning is not confined to one-sided lectures. Instead, the pedagogy is a combination of lectures, case studies, simulations, discussions, etc., which ensure a holistic learning experience. To support your learning to solve your business problems, we help you articulate your business challenges and arrive at solutions during the course of the programme.

POST-PROGRAMME INTERVENTION
With a capability to provide post-programme intervention in 30, 60 and 90 day intervals for specific programmes, we ensure that you extend your learning beyond the classroom and derive real tangible benefits from the learning.

LIFELONG LEARNING
All CEE participants become members of their respective Alumni Chapters - a platform to network with peers and exchange ideas through several events conducted across the year.
LEADERSHIP

01 LEADERSHIP SKILLS FOR TOP MANAGEMENT
02 STEPPING INTO LEADERSHIP
03 TRANSFORMATIONAL LEADERSHIP: TAPPING INTO YOUR PERSONAL DNA
04 RETHINKING BUSINESS REALITY
05 LEADING TEAMS FOR HIGH PERFORMANCE
06 WOMEN LEADERSHIP
07 PERSONAL LEADERSHIP FOR FUTURE BUSINESS LEADERS
08 LEADERSHIP EXPEDITION
09 STEPPING INTO SALES LEADERSHIP
ABOUT THE PROGRAMME
Leadership and change dominate most corporate agendas. Based on 18 years of research and experimentation at the London Business School on the interpersonal skills of leaders, this programme helps leaders to assess and enhance their leadership skills. The six sets of leadership skills essential for managing change are: Planning, Structuring, Motivating, Rewarding, Institutionalising, and Managing the Politics in Change Initiatives. The programme will assess your leadership potential and competencies in confidence, and help you develop an action plan to enhance your leadership skills. Particular emphasis will be placed on relationships and behaviour of the top team in any change exercise.

PROGRAMME BENEFITS
• Participants will learn to focus on and practice their skills as leaders and change agents
• Work on real change cases from your organisation
• Gain insights, through psychometric data and 360 degree feedback
• Return with documented action plans to strengthen personal leadership skills, and implementing change

WHO SHOULD ATTEND?
Top level management, business heads, functional or departmental heads who are being groomed for the next level of leadership.

FACULTY
Clive Rubery, Independent Consultant

PROGRAMME FEE
INR 1,75,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Central Bank of India
• Aditya Birla Management Corporation Pvt Ltd
• Qualcomm India Pvt Ltd
• Bajaj Finance Ltd
• L&T Power
• Ernst & Young India Pvt Ltd

JUN 16 - 20, 2014 - HYDERABAD
SEP 22 - 26, 2014 - HYDERABAD
FEB 16 - 20, 2015 - HYDERABAD
ABOUT THE PROGRAMME
The pressures on today’s frontline managers are relentless in terms of expectations from customers, senior managers, external suppliers and their staff. The contributions of these managers have a direct impact on the quality of products/services that the customers receive. As a frontline manager, you need an array of managerial and interpersonal skills to cope with pressures, and still deliver ever-improving results. This programme is specifically designed to help you lay a strong foundation for your managerial career by learning the right approach to leadership.

PROGRAMME BENEFITS
Understand yourself and your preferred work style, improved communication & listening skills, giving and receiving feedback, importance of teamwork, developing your style and motivating others as a leader, leading change and gaining commitment for change.

“It gave me lot of knowledge to be a good manager or leader.”
H M G DISSANAYAKE
MANAGER - LEGAL,
NATIONAL DEVELOPMENT BANK PLC

WHO SHOULD ATTEND?
Middle to Senior Managers holding designations like Sr. Manager, GM, AVP, Regional Manager, Account Manager, Analysts from all industries.

FACULTY
Mitch Watkins,
Independent Consultant

PROGRAMME FEE
INR 1,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Aditya Birla Management Corporation Pvt Ltd
• Nvidia Graphics Pvt Ltd
• Shell India Markets Pvt Ltd
• Dalmia Cement (Bharat) Ltd
• Shapoorji Pallonji & Co
• American Express India Pvt Ltd

JUL 16 - 20, 2014 - HYDERABAD
OCT 08 - 11, 2014 - HYDERABAD
FEB 17 - 21, 2015 - HYDERABAD
ABOUT THE PROGRAMME
The basis for this programme is an intense 20-year action-research into the nature of learning and thinking, achieved by interviewing Nobel laureates, over 100 CEOs, successful athletes, musicians, psychologists, brain researchers, and spiritual leaders. This path breaking research reveals that each person has a unique ‘essence’ or DNA which, when tapped, clarifies purpose, evokes passion, unleashes leadership, and harvests creativity. This process is called ‘Igniting one’s natural genius’, and will help you devise action steps to transform your organisation.

PROGRAMME BENEFITS
• Clarify your larger purpose, identify your core incompetence, learn to manage your energy, and create an alarm system to prevent unnecessary energy drains
• Become aware of your market and the people who work for you
• Act more purposefully, communicate more effectively, and listen more openly
• Discover the source of your leadership, energy and passion. In addition, you will learn that in replenishing your energy, you contribute to the development of other leaders
• Become a more effective leader instead of just being an efficient leader

WHO SHOULD ATTEND?
This programme is for Managing Directors and CEOs of successful private and large enterprises, Presidents, heads in charge of business divisions, entrepreneurs (owners of medium-sized organisations), and the incumbent and next generation of leaders in family owned firms.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,50,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Tata Motors Ltd
• GMR Energy Ltd
• BNY Mellon International Operations India Pvt Ltd

SEP 08 - 12, 2014 - HYDERABAD
FEB 02 - 06, 2015 - HYDERABAD
Inauguration

Sri P Chidambaram
Hon’ble Minister of Finance

Gurpreet Singh Chadha
Hon’ble Chief Minister of Punjab

Sardar Parkash Singh Badal
Hon’ble Chief Minister of Punjab

December 2017
ABOUT THE PROGRAMME

• Expand the mind to appreciate more frameworks that can exponentially enhance the decision-making process

• Understand the predominant management approach of chasing goals and targets, and transitioning to the gaze-based management concept

• Examine thinking process and mental models based on traditional Indian wisdom and literature in matters related to proactivity, ownership, sustainability and growth

• Sensitise participants to look within and achieve a deeper understanding of role the of wealth, power and identity

• Understand the deep rooted Indian psyche of managing work and encourage an alternative process of thinking to manage business and people through myths, stories and symbols

• Appreciate the ethical and moral dilemmas of leaders and organisations, and consider approaches to resolve them

PROGRAMME BENEFITS

Take learning from scriptures and mythological stories to which we can relate very well. Our age old civilisation has a wealth of learning that we can definitely look back upon, refer to, decipher and relate to in our business practices. Imbibe leadership coupled with ‘common sense’ approach to look at management perspectives, business, governance and learn to translate these beliefs into management practices.

WHO SHOULD ATTEND?

General Managers, Business Heads, SBU heads, CEO, CXO, CMO, CFO, Directors, Presidents and Group Presidents, Owner Manager / President.

FACULTY

Dr. Devdutt Pattnaik, Chief Belief Officer - Future Group, India and renowned mythologist

PROGRAMME FEE

INR 1,00,000 plus tax

FEB 24 - 26, 2014 - HYDERABAD
ABOUT THE PROGRAMME
The three-day programme is designed to help develop leaders who can be effective in a variety of team situations, including virtual and matrix teams. The programme will help you assess your own team role preferences, strengths and weaknesses. You will then be better placed to understand how to build, develop and lead teams. The practical opportunities offered by the programme to practice and get feedback on your team leadership skills will enable you to be a more effective leader.

PROGRAMME BENEFITS
• Analyse team behaviour and develop a strategic plan for effective team work
• Gain an understanding of team and group behaviour
• Team structuring for optimised performance
• Understanding individual vs team work
• Be able to foster the intensity required for high impact projects despite virtual constraints

WHO SHOULD ATTEND?
Team leaders, members of stable work teams, or members of temporary task forces should attend this programme. Both individuals and groups of co workers from a single organisation will find it beneficial. Entrepreneurs, sales and marketing managers, and new product development teams will also find this programme valuable. IT professionals who work in virtual teams and matrix organisations can also benefit.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,35,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Ernst &Young India Private Limited
• Mars India Pvt Ltd

OCT 07 - 09, 2014 - HYDERABAD
JAN 27 - 29, 2015 - HYDERABAD
ABOUT THE PROGRAMME
The programme will help women executives in learning to work with the unique leadership challenges that affect their opportunity to advance and succeed in leadership roles. The programme directly addresses how women executive’s leadership identity creates ‘double binds’ and how organisational practices provide additional challenges, particularly hindering their path to success. The programme would be focused on addressing these unique challenges encountered by women executives.

PROGRAMME BENEFITS
• Personal action plan to guide your career advancement
• Insights into your strengths and developmental opportunities as a leader
• Key strategies that will help you apply your learning immediately at work
• Opportunity to network and learn from other women leaders
• Strategies to manage challenging relationships and lead more effectively and inclusively
• Tools to navigate work-family balance

“The programme helped me re-discover myself and make me relevant for the 2nd innings of my career.”

RAVI RAMASWAMY, DIRECTOR, PHILIPS INNOVATION CAMPUS

WHO SHOULD ATTEND?
This programme is designed for women in leadership roles, working for privately-owned companies, PSUs, NGOs or MNCs.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 60,000 plus tax

FEB 08 - 09, 2014 - HYDERABAD
ABOUT THE PROGRAMME
The transition from the executive level to the next level as division head, functional head or regional head could be quite daunting. For some, taking on the leadership role like a general manager or an executive team member or a CEO in spite of sufficient experience and exposure can make them feel inadequate to take on the new role.

The Personal Leadership for Future Business Leaders Programme is designed to demystify leadership and help executives make this transition from top level managers to inspiring leaders. It helps distinguish between leadership and managerial prowess.

PROGRAMME BENEFITS
• This programme helps you to repurpose your well honed skills and competencies into a personal leadership context. By helping you to move from smart manager role to wise leader role, this programme can assist you in developing more self awareness, executive presence and your own unique brand of leadership. You will have tools to become effective, innovative and inspiring leader who gets things done through others and brings a holistic and systemic perspective to whatever one takes on

WHO SHOULD ATTEND?
This programme is designed for division heads, functional heads and middle managers of large organisations. In addition, entrepreneurs, senior managers in government and NGO sector and educational sector might find it to be an effective course to prepare for the top job in their organisations.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,00,000 plus tax

NOV 17 - 20, 2014 - HYDERABAD
ABOUT THE PROGRAMME

Uncertainty is the only “constant” factor in today’s world. When a situation stretches you out of your comfort zone, what values do you demonstrate while navigating through this unchartered territory? Are you even aware of your own behavioural responses while cruising through such a state?

The Leadership Expedition is a highly experiential, three day programme designed to have a powerful understanding of behavioural and cognitive framework and actions taken by the leaders, specifically in an uncertain and complex situation. The learning environment of this programme will be typified by an elevated degree of active involvement of experiential learning, that will benefit both the participants and the businesses.

The actual experience of venturing into unfamiliar terrains in a chaotic situation will provide an excellent insight about Value Based Leadership which is critical in today’s context that requires self correction to leave a legacy. Leadership is not about imitating a role model or a historic figure, it’s about being a role model and being authentic.

This programme will help you reflect upon your own action and reaction to generate self awareness. If you aren’t self-reflective, how can you truly know yourself? Unless you know yourself, how can you lead yourself?
If you are unable to lead yourself, how can you lead others?

**PROGRAMME BENEFITS**

- Understanding the self and others through action and reflection with regard to the critical factors that enables you to demonstrate values at work
- Experience collaborating with a peer and managing conflict
- Salvage yourself rather than being the saviour while leading through ambiguity, uncertainty and complexity
- Live through the chaos and emerge out of it by practicing value based leadership
- Enhance the ability to rein in emotions while making strategic decisions, which will eventually affect all the stakeholders of the organisation
- Learn how to enhance Trust, Accountability and Empowerment as key success factors when working together in a complex environment
- Focus on the integration of the Human Factor as a key leadership success condition
- Reflect upon your reaction and the impact of it on the situation as well as others

“The programme is very well designed and is delivered by quality faculty. A great peer group in the classroom helped me understand varied perspectives to business problems.”

**ROHIT DATTA, GENERAL MANAGER - PROJECT MANAGEMENT, PHILIPS ELECTRONICS INDIA LTD**

**WHO SHOULD ATTEND?**

Top executives who hold significant responsibility including CEOs, Managing Directors, C Suite executives, executive Vice presidents etc.

**FACULTY**

Leading faculty from global B-schools

**PROGRAMME FEE**

INR 2,00,000 plus tax

**FEB 22 - 24, 2014 - SURAJKUND, FARIDABAD**
ABOUT THE PROGRAMME

• The course aims to boost local sales management capabilities, including sales process management, business performance management, business acumen, people management & sales enablement skills, in order to prepare them for more senior sales management roles

• Offer an impactful training course aimed at high potential sales managers across industries, being prepared for functional head roles

PROGRAMME BENEFITS

To apply leading practices in their role to maintain a sales process mindset that is aligned with customer decision making process, implement overarching sales force strategy at local level, measure and improve sales performance of sales team under them and understand innovative tools for sales enablement

“What I stepped in was for knowledge. What I stepped out with was a peer network I could tap into even after the ISB engagement.”

PRADEEP DHOBALE,
EXECUTIVE DIRECTOR, ITC LTD

WHO SHOULD ATTEND?
Regional Sales Managers, Zonal Managers, Senior Sales managers, Sales managers, Team leads responsible for managing a sales force under them.

FACULTY
Namita Kalyan,
Principal Associate from ZS Associates USA

PROGRAMME FEE
INR 70,000 plus tax

FEB 21 - 22, 2014 - MOHALI
FEB 24 - 25, 2014 - LALIT MUMBAI
JUN 09 - 10, 2014 - HYDERABAD
DEC 01 - 02, 2014 - HYDERABAD
GENERAL MANAGEMENT

10 ACCELERATED MANAGEMENT PROGRAMME: INCREASING MANAGERIAL EFFECTIVENESS

11 GENERAL MANAGEMENT PROGRAMME FOR SENIOR EXECUTIVES: MANAGING COMPLEXITY, INTEGRATION, AND UNCERTAINTY

12 ISB-STRATHMORE PROGRAMME FOR PHARMACEUTICAL INDUSTRY LEADERS
ABOUT THE PROGRAMME
Learn and implement best practices from others, decision making in uncertain environment to tackle tough business situations. Focus on delivering excellence with your team. Develop leadership skills and managing teams for better productivity. Cross functional understanding and better integrated decision making.

PROGRAMME BENEFITS
Focus on key business areas: management, financial systems, execution, strategic thinking and leadership and better understanding of all functional areas in growing competitive market

“The programme has helped me in taking up a different level of thinking, execution excellence and relationship building.”

JOSHI ANTHONY, SENIOR VICE PRESIDENT, ACCELYA KALE SOLUTIONS LTD.

WHO SHOULD ATTEND?
High performing line and staff leaders, functional leaders to get a cross-functional perspective of business and be ready for moving into general management roles.
Managers who need capabilities to lead cross functional teams.

FACULTY
Atul Nerkar, University of North Carolina
Dishan Kamdar, ISB
Richard Kolsky, Kellogg
Medini Singh, Columbia University
Olivier Tabatoni, Yale University
Steven Sonsino, London Business School

PROGRAMME FEE
INR 4,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Ernst & Young India Private Limited
• Marico Limited
• Asian Paints Nepal Pvt Ltd

PHASE 1: AUG 09 - 16, 2014 - HYDERABAD
PHASE 2: DEC 01 - 07, 2014 - HYDERABAD
11 / GENERAL MANAGEMENT PROGRAMME FOR
SENIOR EXECUTIVES: MANAGING COMPLEXITY,
INTEGRATION AND UNCERTAINTY

ABOUT THE PROGRAMME
The programme deals with cross-functional elements, including themes of integration, complexity and strategic orientation. The programme provides inputs on silo busting and integrative decision making in a dynamic environment. This programme will facilitate your transition from a senior functional manager into a highly effective general manager.

PROGRAMME BENEFITS
• Charting direction of the organisation’s future
• Maximising shareholder value without sacrificing the interests of other stakeholders
• Deciding appropriate level of innovative activity
• Helping organisations retain a local identity and excel at global levels
• Managing organisational structure from a chaos perspective
• Exploring the nature of execution required to compete in today’s world
• Developing multi-functional, cross-cultural, multi-company integration capabilities
• Integrating personal satisfaction with professional aspirations

WHO SHOULD ATTEND?
Senior executives like heads of business units, functions, strategic planning, and CEOs of single business organisations - leaders who want to excel in general management.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 4,50,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Sun Microsystems
• JSW Steel
• SAB Miller
• Marico
• Nokia

PHASE 1: JUL 13 - 21, 2014 - HYDERABAD
PHASE 2: SEP 20 - 22, 2014 - HYDERABAD
ABOUT THE PROGRAMME
India and African countries have a potentially valuable relationship wherein African medicinal needs can be met by generics, as well as proprietary drugs, produced in India. Africans are expecting more from their physicians and hospitals demanding greater access to quality and authentic medicines. African supply chain management is steadily improving, making entry or expansion into select African markets desirable. India’s legendary production of high-quality medicines is aligned with African needs. Managing a market relationship in Africa, however, requires specialised knowledge, patience, investment resources and willingness to think creatively.

PROGRAMME BENEFITS
This course will prepare Indian pharmaceutical companies to count success in Africa in several ways:
• Presenting the backdrop of African health care systems, their financial underpinnings, and the demographics that they serve
• Exploring supply chain management models as they apply to Africa
• Developing financial and pricing strategy frameworks for the African market
• Describing the history of Africa and the nature of its societies and the relationship to health
• Detailing the market implications of demographics and epidemiology in Francophone and Anglophone West Africa, East Africa and Southern Africa
• Describing essential medical practices across Africa
• Surveying drug regulation systems operating in Africa
• Enumerating ways of financing medicine purchases in Africa
• Focusing on the practices of detailing and selling, product distribution, inventory management, and sustainable business practices

WHO SHOULD ATTEND?
This programme is designed for strategic and marketing planners, sales and detailing force managers, medical and regulatory affairs directors at Indian pharmaceutical companies who have already entered or plan to enter the African market.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 4,50,000 plus tax

MAY 19 - 22, 2014 - HYDERABAD
JUN 16 - 19, 2014 - NAIROBI, KENYA
“ISB gives a very professional outlook to some of the key challenges faced by corporates today.”

MITTAL KIRTIKUMAR SHAH,
ASSISTANT VICE PRESIDENT,
J P MORGAN SERVICES INDIA PVT LTD
STRATEGY

13 ACHIEVING COMPETITIVE ADVANTAGE AND GROWTH: THE WINDOW TO MERGERS, ACQUISITIONS AND ALLIANCES

14 STRATEGIC LEADERSHIP: A VALUE-BASED APPROACH TO SUCCESS

15 STRATEGIC THINKING

16 EFFECTIVE STRATEGY EXECUTION

17 MAKING MATRIX ORGANISATIONS
ABOUT THE PROGRAMME
Mergers, acquisitions (M&A) and alliances have increasingly become an important element of Indian companies’ strategies to achieve competitive advantage and growth. But global evidence on acquisitions and alliances suggests that value is being destroyed in these transactions just as frequently (if not more) as it is being created. One of the key.

PROGRAMME BENEFITS
The programme’s specific focus will be on the following learnings:

• How should companies and managers think about whether and what to acquire?
• What are the principal mechanisms of value creation in M&A?
• How should companies evaluate potential acquisition targets? What valuation techniques, frameworks and approaches can they apply to value their targets and associated synergies?
• How should managers negotiate the terms of acquisition? What options do they have in terms of deal structure? How should they allocate risks and rewards using a variety of cash, stock and earn-out structures?
• What are the significant challenges and best practices during post-acquisition integration? What do companies need to understand about post-acquisition integration so as to actually realise the potential of their acquisition into shareholder value?

• Should companies execute ‘alliances or joint ventures’ instead of ‘acquisitions’ to achieve desired business objectives — if yes, under what conditions are alliances a better option in undertaking acquisitions and how should companies manage them successfully?
• If alliances are an option to acquisitions in some situations, what are the critical issues and challenges in successful alliance management

WHO SHOULD ATTEND?
This programme is designed for any senior professional or executive who is responsible for driving his/her company’s competitive and growth strategy, lead its merger and acquisitions activity, or who provide M&A advice to clients.

FACULTY
Dr. Prashant Kale
Jones School of Management
Rice University
Dr. Sreenivas Kamma
Kelley School of Business
Indiana University

PROGRAMME FEE
INR 1,60,000 plus tax

JUN 11 - 14, 2014 - HYDERABAD
ABOUT THE PROGRAMME
A successful leader effectively combines long-term strategic vision with a value-based leadership approach. This programme will help participants to lead strategically in today’s rapidly changing environment while focusing on available opportunities in a manner that is aligned with your organisation’s value system. Such a value-based strategic leadership approach will lay the foundation for long-term sustained growth.

PROGRAMME BENEFITS
• Learn to lead with a set of core values and convictions
• Become familiar with core concepts and frameworks that will contribute to strategy making
• Explore concepts and skills associated with successful business endurance
• Evaluate organisational capabilities relative to new business models and new opportunities
• Share strategic perspectives from participating organisations

“Since the programme has a unique monthly format, I have been able to apply the class room learning immediately to work.”

R VISHNU VARDHAN,
SENIOR MANAGER (RETAIL),
VODAFONE ESSAR SOUTH LTD

WHO SHOULD ATTEND?
Senior executives involved in development of business strategy like heads of business units, functions, strategic planning, and CEOs of single business organisations.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,40,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Hindalco Industries
• Idea Cellular
• American Express
• Samsung
• Dr Reddy’s Laboratories

JUL 15 - 19, 2014 - HYDERABAD
ABOUT THE PROGRAMME

• The role of vision and leadership in strategy development and implementation, Different models of corporate growth and drivers of competitive advantage
• Understand the art of building strategy, the key concepts in strategic analysis of industries and the role of vision and leadership in strategy development and implementation

PROGRAMME BENEFITS
Tools that will help you to take Strategic decisions, understand if execution failed due to a wrong strategy. Apply better analytical thinking for competitive environment and functional strategies for organisational growth.

“A good learning opportunity, helped in structuring the thought process and a good validation of one’s own thought process.”
ANUJ ROHTAGI,
SENIOR MANAGER, FINANCIAL CONTROL, KUWAIT PROJECTS COMPANY (KIPCO)

WHO SHOULD ATTEND?
Senior Managers, AVP / VPs, General Managers, Project Managers, Consultants responsible for executing functional strategy.

FACULTY
Prashant Kale,
From Rice University and Zaheer Aks from University of Minnesota

PROGRAMME FEE
INR 1,65,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Johnson & Johnson
• Bosch
• SAP
• Royal Bank of Scotland
• Hindalco

JUL 12 - 15, 2014 - HYDERABAD
ABOUT THE PROGRAMME
Effective execution is often the ‘missing link’ between having a good strategy and exhibiting good performance. This programme focuses on understanding the key elements of strategy and examining how companies can align different elements of their organisational architecture to successfully execute that strategy. The programme will also look at current level of a company’s execution capabilities and explore ways of developing it to a higher level through short-term and long-term actions. Participants will learn skills needed to bridge the gap between strategy formulation and strategy execution.

PROGRAMME BENEFITS
• Understand the cognitive and practical obstacles to craft and execute winning strategies
• Learn the key elements of strategy execution and understand how they need to be aligned to achieve success in execution
• Know how to create an appropriate organisational architecture and culture to facilitate the execution of a chosen strategy
• Understand different leadership styles and how they affect a firm’s performance

WHO SHOULD ATTEND?
Business heads and function heads who are responsible for strategy formulation and execution for their business units.

FACULTY
Prashant Kale,
Rice University

PROGRAMME FEE
INR 1,40,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Hypercity Retail
• Apollo Munich Health Insurance
• Asian Paints
• L’Oreal
• ICICI Bank

FEB 18 - 21, 2014 - HYDERABAD
SEP 25 - 28, 2014 - HYDERABAD
ABOUT THE PROGRAMME
This programme opens with the origin of the matrix structure and helps participants come to terms with the compelling reasons that have made the matrix very popular in recent times. It also highlights significant problems that are often associated with its implementation. In this programme, some specific ideas will be developed to make the matrix as effective as possible and minimise the impact of its inherent problems. Each participant will develop their own personal agenda for improving their effectiveness in their respective organisation. The programme will involve case studies, lectures and mainly group discussions to explore the strategic issues at the heart of making the matrix work and also the leadership challenges that people managing it must overcome.

PROGRAMME BENEFITS
• Appreciate the tremendous complexity involved in running companies in today’s global business environment
• Understand the compelling logic of approaching this complexity in a matrix organisation while at the same time appreciating the problems inherent in such a design

“A great opportunity for executives to focus on turning business plans into reality.”
C VELUMANI,
CHAIRMAN, CRI PUMPS PVT LTD

WHO SHOULD ATTEND?
Senior executives who are either managing a complex structure in its entirety or those responsible for one part of such a structure such as particular business unit, geographic area or central function.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Johnson & Johnson
• Bosch
• SAP

FEB 18 - 19, 2014 - HYDERABAD
SALES AND MARKETING

18 ACCELERATED SALES FORCE PERFORMANCE

19 CUSTOMER FOCUSED ORGANISATION

20 BRAND MANAGEMENT: CREATING LOYALTY AND ADVOCACY

21 OPTIMISING RETURN ON MARKETING INVESTMENT (ROMI): STRATEGIC DATA-DRIVEN MARKETING
ABOUT THE PROGRAMME
Understand the components of a successful sales team, diagnosing and prioritising sales force challenges and opportunities and structuring and scaling the sales team.

Talent Management – improving recruitment, retention and development. To motivate using incentive schemes and other programmes. Also directing and controlling sales.

PROGRAMME BENEFITS
Framework-based thinking, quality of sales force gamut of drivers, coordinate sales and other functions, manager’s role, GE model of value creation, reach and share of wallet, working of role defining and understanding the reality that sales = force that drives results.

“Real life situations were explained and simplified for implementation”

RAMACHANDRAN NAIR,
DIRECTOR – MARKETING,
NAGARJUNA HERBAL CONCENTRATES LTD.

WHO SHOULD ATTEND?
National Sales heads, Sales heads responsible for geographies / country, general / zonal managers responsible for marketing and sales, director sales & marketing and business heads.

FACULTY
Prabhakant Sinha
from ZS Associates / Kellogg

PROGRAMME FEE
INR 1,45,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Max NewYork Life Insurance
• National Bank of Oman
• Reliance Communications
• Nokia India
• Mahindra & Mahindra

JUL 07 - 11, 2014 - HYDERABAD
OCT 28 - 31, 2014 - HYDERABAD
ABOUT THE PROGRAMME

• As markets evolve more rapidly, competition for business can come from the most unlikely quarters, change the rules of the game and erode market share.

• A business that is weak in customer focus will also have bad financial performance.

• Capabilities to understand your core customer more deeply. Participants’ will get to know and understand customer insight, orthodoxy and marketing tools that will help them unravel new perspectives of their own business.

PROGRAMME BENEFITS

Learn frameworks and concepts that can help participants change existing customer model and move to a next-generation customer model to maintain growth.

WHO SHOULD ATTEND?

Leaders holding Director, VP / AVP, GM, zonal / regional manager positions in banking, services, finance, health industry and information technology companies.

FACULTY

Prof. Richard Kolsky
Kellogg

PROGRAMME FEE

INR 1,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS

• Nokia
• Carrier
• SAP
• Daimler
• Johnson & Johnson

JUL 18 - 20, 2014 - HYDERABAD
ABOUT THE PROGRAMME
To capitalise in a new environment, brand managers will learn how to define a compelling positioning for their products and services, by sharpening their focus, reframing their products, and selecting unique and believable points of distinction. More importantly, participants will be equipped to help their companies “live the brand,” by partnering with vendors, co-workers, and channels to assure that every contact point of their target customer’s experience is in alignment with that brand. Further, they will leave equipped to build and leverage brand “systems” and extensions; and to maximise the ROI on marcom spend by utilising digital media more effectively.

PROGRAMME BENEFITS
• Skills for management of brands in a variety of market contexts through exposure to state-of-the-art concepts, tools and techniques
• Learning from successful (and unsuccessful) branding campaigns in the global and Indian contexts
• Specific ideas and feedback from peers and faculty to improve branding in participants’ companies
• Ability to articulate the importance of branding

WHO SHOULD ATTEND?
Managers who want to build or improve their skills related to developing new brands, managing and growing existing brands, and/or revitalising fading brands; marketing and sales managers who want to sharpen their brand management skills; and senior executives who may not be from the marketing function, but recognise the importance of branding for the company, and want to be better grounded in the concepts and tools of brand management.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 90,000 plus tax

SEp 20 - 23, 2014 · HYDERABAd
ABOUT THE PROGRAMME

The programme inspires senior marketing executives to design and implement successful data-driven marketing strategies for their organisations, examine the components of marketing Return on Investment (ROI) and learn how to measure, manage and optimise marketing ROI. Representing a fundamentally different approach to marketing, the programme presents a holistic view of data-driven marketing by including concepts from branding, campaign management, marketing metrics, marketing analytics, technology management, change management and finance which measures the return on marketing investments.

PROGRAMME BENEFITS

• Define a data-driven marketing strategy
• Radically improve campaign performance using the 15 essential marketing metrics
• Quantify Return on Investment (ROI) of marketing initiatives
• Optimise internet marketing, sponsored search and social media campaigns
• Make strategic decisions based on customer lifetime value
• Become a data creator and use it for strategic advantage

WHO SHOULD ATTEND?

Marketing heads, marketing managers and business heads of organisations interested in managing and evaluating marketing ROI, including general managers, finance managers, product or service managers, brand managers, communication managers, advertising managers, sales managers, pricing managers, and managers of new products or new services.

FACULTY

Prof. Mark Jeffrey
Kellogg School of Management

PROGRAMME FEE

INR 80,000 plus tax

TO BE DECIDED
FINANCE

22  ROLE OF A CFO: INTEGRATING STRATEGY AND FINANCE

23  PRIVATE EQUITY PROGRAMME: IMPACT INVESTING THROUGH PE

24  FINANCE FOR NON-FINANCE MANAGERS
ABOUT THE PROGRAMME
The role of a CFO today has expanded beyond managing financial affairs to one which entails strategic financial management to drive business growth. This programme is designed to give you a strategic perspective of your business, with particular attention to leading in today’s environment of rapid change and growing global opportunities. The programme will focus equally on becoming an effective strategic leader and mastering the latest developments in corporate finance. This programme will help you lead your organisation’s growth activities with financial discipline and strategic insight.

PROGRAMME BENEFITS
• Explore concepts and skills associated with successful business endurance
• Evaluate your own businesses relative to new business models and new opportunities
• Become familiar with core concepts and frameworks that will contribute to strategy making
• Identify and assess profitable business ventures
• Shape internal growth strategies

WHO SHOULD ATTEND?
CFOs and senior finance professionals who are interested in managing finance as a strategic business driver.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,50,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Usha International
• Gujarat Gas Company
• Infosys
• Dr Reddy’s Laboratories
• BEML
• Aegon Religare Life Insurance

DEC 14 - 18, 2014 - HYDERABAD
ABOUT THE PROGRAMME

One of the biggest obstacles that hinder the growth of managers today is their inability to judge the financial strength of their strategic inputs. This handicap results from a lack of financial background. Managers who address this problem early in their careers transform their careers with a newfound ability to visualise the cause and effect of their ideas in a financial context. This programme will provide you with the ability to interpret financial information with the help of which you will understand resource acquisition and allocation, and communicate effectively with the firm’s financial managers.

PROGRAMME BENEFITS

- Ability to formulate, analyse, implement and support financial strategies and goals
- Identify, communicate and implement role of finance in supporting and enhancing the organisation’s functional areas
- Analyse the effects of evolving global markets on business strategies, financial results and business decisions
- Appreciation of decision-making processes of various investors and the effects of their actions on the organisation
- Understand and balance conflicting and complex financial objectives

WHO SHOULD ATTEND?

Middle and senior managers with non-financial specialisations as well as general managers.

FACULTY

Prof. Olivier Tabatoni, Oxford Said Business School

PROGRAMME FEE

INR 70,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS

- ADP
- Hindustan Copper
- LIC of India
- Volvo
- Rockwell Automation
- Sterling and Wilson

JUL 14 - 15, 2014 · HYDERABAD
ABOUT THE PROGRAMME
This programme provides an opportunity to explore how leading-edge firms are aligning their HR strategies with their general business strategies in contexts ranging from turnarounds of failing organisations to growing or re-engineering healthy ones, or managing the merger of different organisational cultures. The programme provides valuable insights about how HR strategy can become a key competitive advantage.

PROGRAMME BENEFITS
- Economic benefits of effective human capital management
- Restructuring responsibly
- Costing and managing employee turnover and absenteeism
- Strategic role of HR in mergers
- Measuring HR’s strategic influence

“The 3-day programme was very insightful. It enriched and equipped me with skills and techniques that I will actually use and practice with my clients and in my organisation.”
PAYAL BHATIA,
HR DIRECTOR, ATW SERVICES

WHO SHOULD ATTEND?
General managers, business heads, SBU heads, CEO, CXO, CMO, CFO, directors, presidents and group presidents, owner manager / President.

FACULTY
Richard Dick Beatty,
Ross School of Business,
University of Michigan

PROGRAMME FEE
INR 1,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
- LIC
- Godrej & Boyce
- Mahindra & Mahindra
- MetLife
- Bharat Petroleum

DEC 05 - 07, 2013 - HYDERABAD
ABOUT THE PROGRAMME
The two-day programme provides line
and staff managers, HR executives and senior
specialists with an overview of best practices
and new thinking in talent management.
You will gain practical as well as conceptual
understanding of the elements of strategic
talent management. The skills to assess
gaps and limitations in talent management
processes, and you will learn how to take
actions which are needed to significantly
improve the effectiveness of the talent
management systems.

PROGRAMME BENEFITS
• Understand talent management issues
  and align them with strategic goals of the
  organisation
• Learn the unique approach of developing
talent and using it as a competitive tool for
the organisation
• Identifying and eliminating organisational
  issues that inhibit success
• Creating a highly committed and engaged
  organisation

WHO SHOULD ATTEND?
The programme is intended for middle
and senior level managers in private and
public sector organisations responsible
for talent management. Business heads
and general managers, responsible for
talent development and entrepreneurs
will also benefit from the programme.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 75,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Pernod Ricard
• Reliance Capital
• Kotak Mahindra Bank
• L&T Power
• Punjab & Sind Bank

OCT 08 - 10, 2014 - HYDERABAD
INDUSTRY SPECIFIC

27 REAL ESTATE DEVELOPMENT
ABOUT THE PROGRAMME
The objective of this course is to expose students to a series of topics related to real estate decision-making process in the development sector. Real estate development can be viewed as an interdisciplinary field, with linkages to areas of economics, law, finance, marketing, and management. The creation, management, and disposition of real estate assets involve a cooperative effort by both the public and private sectors. While real estate space markets are often local in nature, real estate asset markets have much more of a global perspective.

PROGRAMME BENEFITS
• Create a successful real estate development project
• Common mistakes made by developers and tools for managing risk
• Using market information to help identify segments of opportunity
• How to work with the government as partner in real estate development
• Learn how financial analysis can be ones friend as well as enemy
• How to get the best from your design and construction teams
• Building your brand: how to become a better developer
• Differentiating your product in a competitive marketplace
• Gain a better understanding of the capital structures for real estate development

WHO SHOULD ATTEND?
The programme is for top management team of real estate firms as well as consultants in the field of real estate.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Aditya Construction Co.
• Ashiana Housing Ltd
• Concorde Housing Corporation Pvt Ltd
• Omkar Realtors & Developers Pvt Ltd
• Tater Group of Companies
• The Wadhwa Group
• Team Taurus
• Indu Projects Ltd
• K Raheja Corp. Services Pvt Ltd
• My Home Construction Pvt Ltd

JUN 30 - JUL 02, 2014 - HYDERABAD
ENTREPRENEURSHIP AND INNOVATION

28  TOOLS FOR GROWING YOUR BUSINESS

29  TECHNOLOGY COMMERCIALISATION AND INNOVATION MANAGEMENT

30  NEW PRODUCT INNOVATION

31  REWIRING YOUR INNOVATION DNA

32  BUILDING INNOVATION IN ORGANISATIONS
ABOUT THE PROGRAMME
• Very few entrepreneurs, owners of family business and leaders of small businesses understand that a profitable business that tries to grow too fast can run out of cash—even if its products/services are great
• The challenges are in matching the aggressive growth rate, anticipating competition and managing cash flows
• Management framework that provides insights into how efficiently their operations are running, which of their product/services and customer segment hold the greatest growth potential and what kind of business might be attractive investment targets

PROGRAMME BENEFITS
Understand implications of managing your growing business through pricing decisions, building sales force, motivation techniques, preparing a robust Business plan. Is there a better way than the method you are presently applying to your business?

WHO SHOULD ATTEND?
Top level management, SBU heads and high-potential candidates who are being groomed for top leadership roles.

FACULTY
John Mullins, London Business School / Heinrich Leichtenstein, IESS

PROGRAMME FEE
INR 1,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• 24x7 Learning
• Matrix Equitrade
• ICICI Securities
• Bioserve Clinical Research
• Wyn Brands

SEP 01 - 04, 2014 - HYDERABAD
ABOUT THE PROGRAMME
The programme aims to introduce key concepts of commercialisation to scientists and R&D professionals. It seeks to discern, clarify and delineate the interface of science and business. Participants would get an overview of skills set, knowledge and expertise required for successful commercialisation and management of technological innovation.

PROGRAMME BENEFITS
By the end of the programme the participants will be able to;

• Understand the process and procedures necessary for successful commercialisation of technology products
• Understand various strategies in IP management
• Understand the role of various financial strategies in product development, commercialisation including VC, PE, IPO amongst others
• The role of innovation in successful R&D commercialisation

WHO SHOULD ATTEND?
The programme should appeal to both R&D scientists in commercial and public research laboratories as well as senior leaders in technology-driven organisations who want to maximise the value generated through their technology capabilities. It will also interest professionals who are new to business development and licensing or who have limited deal-making experience.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,00,000 plus tax

JUL 21 - 24, 2014 - HYDERABAD
ABOUT THE PROGRAMME
The programme would help the participant in recognising the opportunities for reinventing their innovation systems, retooling their processes, and thinking outside the box. Insights would be provided on managing innovation-driven development to gain competitive advantage.

PROGRAMME BENEFITS
Participants will complete the programme with insights on:
- Creating products which are focused and aligned with the organisation’s strategy
- Identifying new product opportunities
- Develop a portfolio and pipeline approach to product/services innovation
- Create a sustainable innovation culture in an organisation

WHO SHOULD ATTEND?
This programme is designed for:
- Marketing and sales managers who want to drive customer-focused innovation and growth;
- Managers in other functional areas who want to enhance their sense of customer and market focus;
- Managers who are responsible for achieving growth targets within their companies;
- General managers who want to enhance the role of customer-focused innovation within their companies; and
- Entrepreneurs and small business owners who want to drive profitable growth.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,00,000 plus tax

NOV 18 - 20, 2014 - HYDERABAD
ABOUT THE PROGRAMME
Innovation is the strategic lever that allows you to grow to the top line organically no matter what the outside scenario is. With this programme, we will present best innovation practices, help one identify principles and work with participants to leverage this knowledge to construct their own innovation plan.

PROGRAMME BENEFITS
• Appreciate how the brain is wired for certain kinds of thinking and how you can rewire it for higher creativity and ingenuity
• Identify the unconscious factors that may speed up or slow down your innovation and begin to clarify your own mental model for innovation
• Understand the mindset necessary for creativity and for action into innovation
• Identify barriers to innovation and how to break through them in your company to succeed beyond your own expectations

WHO SHOULD ATTEND?
This programme is designed for chief executives and heads of major functions - like finance, HR, production, information technology, strategy, operations in medium and large, public and private businesses. Professionals from top management who are responsible for implementing change in the strategic direction of their organisation will find this programme suitable.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,20,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Future Generali
• Asian Paints
• Philips
• Central Bank of India
• Nokia

FEB 06 - 09, 2015 - HYDERABAD
ABOUT THE PROGRAMME
The programme helps in creating new business opportunities for corporate growth from an individual's perspective, focused on new ventures for the organisation. It will provide tools for appropriate opportunities with corporate capabilities and resources.

PROGRAMME BENEFITS
• Identify and create new business opportunities for corporate growth
• Match opportunities with corporate resources and capabilities
• Identify the sources of resistance to new ideas and how to overcome them
• Start businesses with very little resources
• Create and manage a portfolio of new products and businesses
• Create a nurturing climate for continuous innovation

WHO SHOULD ATTEND?
Senior executives across industries who are interested in learning how to create and maintain an entrepreneurial and innovative organisation and how to grow revenues and profits from new products and businesses.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,00,000 plus tax

FEB 09 - 12, 2015 - HYDERABAD
PERSONAL EFFECTIVENESS

33 NEGOTIATION STRATEGIES
34 EXECUTIVE COACHING
ABOUT THE PROGRAMME
An understanding of private equity. It covers a range of venture capital/private equity financing activities, focusing in particular on a variety of later stage deals – from both the owner-manager’s and the investor’s point of view.

Assessing investment opportunities to structuring finance, from dealing with business issues when financed with private equity to ultimately realising one’s investment.

PROGRAMME BENEFITS
How to assess a private equity investment opportunity. How to value an unquoted (privately held) company. How financing transactions are structured and how investors exit from unquoted investments.

“I would say it was commendable considering the amount of topics that had to be covered like assessing opportunities, due diligence, valuation, financing transactions, legal and company acts, negotiations and finally exits”

VENKATASUBRAMANIAN CURUMOORTHY,
VICE PRESIDENT,
TRANS CORPORATE ADVISORY SERVICES PVT. LTD.

WHO SHOULD ATTEND?
Analysts from PE / VC Forums, banks, investors, angels, entrepreneurs, leaders of startups, investment bankers and directors of financial organisations who are planning to go public.

FACULTY
John Mullins, London Business School / Heinrich Leichtenstein, IESS

PROGRAMME FEE
INR 1,40,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Unilever
• Bennett, Coleman & Co
• Fidelity Investments
• Brand Capital
• Kotak Mahindra Bank

SEP 30 · OCT 01, 2014 · HYDERABAD
ABOUT THE PROGRAMME
Effective negotiation is a life skill that every Manager must have. It requires enhanced persuasion and influencing skills by understanding the mindset of the opponent. The programme covers basics of distributive bargaining, extracting hidden value from each negotiation, persuasion tactics and the fundamentals of decision making.

PROGRAMME BENEFITS
A better understanding of the negotiation process and the context, learn to identify deadlocks, learn about novel ways of negotiation, pick up frameworks to evaluate and improve individual weakness.

“Fantastic, grounded, very realistic and practical in approach. A great opportunity to learn from professionals from different industries and diverse groups and their approach to a tricky life skill.”

BOBBY SAMAIRA.
SENIOR MANAGER – HR & PARTNER, PURKINJE HEALTH CARE PVT. LTD.
(PARENT COMPANY IS LUMERIS INC.)
ABOUT THE PROGRAMME
Organisations sometimes fail to hold leaders accountable for living the values defined for the people within. This inconsistency invites corporate cynicism, undermines credibility, and can sap organisations of their vitality. If leaders truly practice what is preached then achieving the larger objective of change becomes easier. By identifying specific behaviour to improve and choosing concrete methods of change, the leader can inspire positive and measurable behaviour improvement.

PROGRAMME BENEFITS
• Understand why it is so difficult - and so important - for even the most successful leaders to change. Practice feed forward - and be able to use it with their teams
• Be ready to develop yourself as a leader
• Understand how to apply a proven coaching methodology
• Practice ‘team building without time wasting’ - and improve the effectiveness of your teams

WHO SHOULD ATTEND?
Senior executive who is interested in becoming an executive coach and leaders who want to excel themselves, improve their people, and their teams.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 1,20,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Shoppers Stop
• Apollo Munich Health Insurance
• Nokia
• NIIT
• Capgemini
CERTIFICATION PROGRAMMES

35 CERTIFICATE PROGRAMME IN BUSINESS ANALYTICS

UPCOMING CERTIFICATION PROGRAMMES:

36 CERTIFICATION PROGRAMME ON SUPPLY CHAIN MANAGEMENT
37 IT CERTIFICATION
38 CIO CERTIFICATION PROGRAMME
39 CERTIFICATION IN WEALTH MANAGEMENT
ABOUT THE PROGRAMME
The programme is designed on a schedule that minimises disruption of work and personal pursuits. The programme is a combination of classroom and technology aided learning platform. Participants will typically be on campus for a five-day schedule of classroom learning every alternate month for a span of 12 months, which would ideally be planned to include a weekend.

CBA (Certificate Programme in Business Analytics) is a rigorous and challenging programme. The schedule will include full days of teaching and evenings will be used for guest lectures, projects, and group work. Participants will be required to stay on campus during those classroom days.

PROGRAMME BENEFITS
• Improving decision making process (quality & relevance)
• Speeding up of decision making process
• Better alignment with strategy
• Realising cost efficiency
• Responding to user needs for availability of data on timely basis
• Improving competitiveness
• Producing a single, unified view of enterprise information
• Synchronising financial and operational strategy
• Increase revenues
• Sharing information with a wider audience

WHO SHOULD ATTEND?
Designed for professionals who are already working in analytics to enhance their knowledge as well as for those with analytical aptitude and would like to start a career in analytics. Those who need to use quantitative techniques to arrive at effective decisions will find this programme stimulating and challenging.

FACULTY
Leading faculty from global B-schools

PROGRAMME FEE
INR 6,00,000 plus tax

INDICATIVE LIST OF PAST PARTICIPANTS
• Microsoft
• Google
• Accenture
• Congnizant

BATCH 3: SEP 04 - 08, 2014 - HYDERABAD
BATCH 4: FEB 07 - 11, 2015 - HYDERABAD
APPLICATION PROCESS

PLANNING LEARNING NEEDS FOR SENIOR MANAGEMENT
While planning for senior management learning calendar, we recommend that participants discuss the learning needs of the organisation with ISB Centre for Executive Education to arrive at the comprehensive mix of programmes. Our programme design team looks forward to working with participants to align with their learning needs with the range of programmes offered in this calendar.

THE SELECTION CRITERIA
We carefully select potential participants to ensure everyone collectively benefits from the programme and contributes to the group activities. We also consider the organisation’s objectives in sending the participant for the programme. Please send in the application form early for confirmed participation.

PROGRAMME FEE
The programme fee includes tuition, course material, accommodation, and food; and excludes mandatory taxes as applicable. All Executive Education Programmes are fully residential, and accommodation will be provided at the ISB campus or at an equivalent facility based on availability. Please refer to the application form for information on our cancellation policy. Should we be unable to accept the application for any reason, the payment (cheque/draft) will be returned to the applicant. Please send the programme fee along with the application form.

HOW TO APPLY
- Download the application form from www.isb.edu/cee/apply and follow the mailing instructions mentioned therein (or)
- Mail us at execed@isb.edu for more details (or)
- Write to us or call us at the contact details mentioned overleaf.
TERMS OF USE

All programmes are fully residential and the fee includes food and accommodation. In case of non-availability of accommodation at the ISB, suitable accommodation will be provided based on availability.

All applications are carefully screened to ensure participant profiles match with the programme objectives. In instances where the CEE team does not find a profile suitable for a programme, the application will not be considered. However, the CEE will recommend other programmes that are more appropriate for the applicant in question.

Programmes, dates, fees, venue and faculty are subject to change. Please confirm with the programme office before applying.