
Example 5: Mid-Career Training Program (MCTP) for “Chief Commissioners and commissioners of Customs and central excise” – Indian Revenue Service (IRS)

Indian School of Business (ISB) conducted and executed a 2-week long Phase V – Mid career training program for Chief Commissioners and Commissioners.

Domestic Management Module at ISB

The programme was structured to provide Senior IRS Officers with insights, tools and frameworks, focused on following competencies:

- **Strategic Thinking and Execution:** Integrating long-term and short-term thinking in decision making, in enhancing effectiveness of Tax Policy and Administration; understanding linkages between culture and strategy execution
- **Customer Focus:** Best practices in Public Service Delivery
- **Personal & Organizational Leadership:** Interpersonal communications, HRM and Cadre Planning, Leadership of teams, Collaboration & Performance Management, Managing stakeholders and Change
- **Driving Innovation and Change**

International Module

The 2-week overseas study component was conducted in USA and Canada, by ISB’s overseas academic partner, Maxwell School of Citizenship, Syracuse University, USA. This was aimed at providing exposure to International Best practices in Tax Policy, Customs Clearance Processes, and interactions with Domain Experts in USA and Canada.

Delivery

To ensure sufficient faculty-student interaction and effective learning, pedagogies used in delivery of the Programme were:

- Interactive group discussions
- Readings, case studies
- Lectures, power point presentations,
- Audio visual tools including video clips and movies
- Self evaluation tools

Programme Impact

The Programme was received positively by the participants. It helped participants understand that behaviour can indeed be changed. Participants also felt that the Programme would help them chart the remainder of their career.