



## LEGACY OF NMIMS

In 1981, Shri Vile Parle Kelavani Mandal (SVKM) established Narsee Monjee Institute of Management Studies (NMIMS) to meet the growing demand for management education.

The consistent academic quality, research focus, faculty from top national & global institutes and strong industry linkages at NMIMS have placed it amongst the nation's prime centers of educational excellence & research. In 2003, NMIMS was declared a deemed to be university under section 3 of the UGC Act 1956.

With a legacy of 37 years, NMIMS has grown to being not only one of the top-10 B-schools in India but also emerged as a multi disciplinary University with six campuses at Mumbai, Shirpur, Bengaluru, Hyderabad, Indore, Navi Mumbai and twelve constituent schools that include Management, Engineering, Pharmacy, Architecture, Commerce, Economics, Law, Science, Liberal Arts, Design, Aviation, Intellectual Property & Distance Learning.

Today more than 12000 students and 513 full time faculty members are part of India's most sought after academic community i.e. NMIMS.



## ABOUT CENTRE FOR EXECUTIVE EDUCATION

Our Centre for Executive Education develops executive education programs designed to provide cutting-edge management learning to upgrade management and leadership skills and develop high potential managerial talent to lead global organizations in an increasingly complex world. The programs focus on thinking differently, looking at your business and operating context in new ways and relentlessly questioning and challenging situations and yourselves. Our programs are designed carefully to stress the practical aspects and challenges of today's workplace over academic theoretical concepts.

## RECOGNITION AND ACHIEVEMENTS

School of Business Management, NMIMS has successfully carved a niche for itself among the country's premier educational institutions, a fact borne out by the many prestigious awards and honours to its credit.

- NMIMS School of Business Management has been conferred with the prestigious “Best Management Institute of the Year Award” by BMA (Bombay Management Association 2016-17).
- NMIMS was conferred the Runners up award in the Global Benchmarking Award 2016 held on 8<sup>th</sup> December, 2016 at Nanjing, China.
- Ranked 10<sup>th</sup> All India, 4<sup>th</sup> Rank B-Schools Private, 2<sup>nd</sup> Rank West Zone and Mumbai by Hansa Research Survey published in The Week Magazine 2016-17.
- Ranked 3<sup>rd</sup> Pvt. B-School, 6<sup>th</sup> Rank Faculty, Publications, Research Consultancy, MDP & Other Program, 4<sup>th</sup> Rank Placement (Domestic & International) USP, Social Responsibility, Networking & Industry Interface by GHRDC B-School Survey published in CSR Magazine 2016-17.
- Ranked 9<sup>th</sup> amongst Top B-School Ranking by NHRDN published in People Matters Magazine 2016-17.
- Ranked 8<sup>th</sup> amongst Top 20 B-School Rating by C-Fore B-School Survey published in Business World Magazine 2016-17.
- Ranked 8<sup>th</sup> in South & West India by CAREERS360 Magazine 2016-17.
- Ranked 6<sup>th</sup> amongst Top 10 Metros in India by Outlook Money Magazine 2016-17.
- Ranked 2<sup>nd</sup> amongst top 10 Universities for Academic Excellence by Higher Education Review Magazine 2016-17.
- Gold Award at the 4<sup>th</sup> Indian Management Conclave 2013 from HRD Minister, Government of India.
- Edu-Universal Ranking 2014-15 has ranked the Executive Program as 18<sup>th</sup> in Asia.



## OPEN PROGRAMS FOR EXECUTIVES

The Centre for Executive Education offers programs that prepare high-potential current and future leaders for successful transition to senior management roles. Courses cut across traditional subject areas, providing tools, techniques, empathy and confidence for solving complex management problems. The seniority of program participants, their diversity of experiences and achievements in real world situations ensures an intellectual and challenging experience that guarantees a high performing cohort group.

They seek to give contemporary knowledge of management concepts, sharpen managerial skills, usage of modern and effective tools & techniques and aid in attitude re-engineering.



# Open Programs - April 2018

## Manager as a Coach

**Category: Performance Management**

Date: 17 - 18 April, 2018 (Tue - Wed)

### Program Objectives

This Program will enable the Manager to take off from Performance Appraisal and move to Potential Appraisal – enhancing the performance of the team member for the next goal post, through coaching, mentoring and supporting.

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## Breakthrough Thinking

**Creativity, Innovation, Intrapreneurship,  
Design Thinking**

**Category: Solutioning Management**

Date: 24 -25 April, 2018 (Tue - Wed)

### Program Objectives

This course enables participants to understand and recognize their own creativity, enhance their lateral thinking, develop problem solving tools, use individual and group techniques to help generate and implement creative ideas and solutions, enable design thinking.

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# Open Programs - May 2018

## High Performance Manager

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**Category: Performance Management**

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Date: 08 - 09 May, 2018 (Tue - Wed)

### Program Objectives

This Program helps the participating manager to become a high performance manager himself. It seeks to improve his team management skills and his personal excellence and more result oriented, improving his efficiency, effectiveness and his productivity.

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## Problem Solving and Decision Making

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**Category: Solutioning Management**

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Date: 15 - 16 May, 2018 (Tue - Wed)

### Program Objectives

This course introduces problem solving skills, models and techniques, organizing methods and identifying options to achieve effective decision making.

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## Project Management

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**Category: Operations Management**

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Date: 22 - 23 May, 2018 (Tue - Wed)

### Program Objectives

This course enables participants to understand and imbibe project management methods in their work.

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## Customer Centricity

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**Category: Competitive Edge Management**

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Date: 29 - 30 May, 2018 (Tue - Wed)

### Program Objectives

This course introduces problem solving skills, models and techniques, organizing methods and identifying options to achieve effective decision making.

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# Open Programs - June 2018

## Performance Manager

**Category: Performance Management**

Date: 05 - 06 June, 2018 (Tue - Wed)

### Program Objectives

This Program helps a manager to know all the different and currently used PMS, and then through exercises master the one that his company follows - to make the PMS a healthy and very value added team engagement exercise . The program course focuses on performance management as a continuous process that drives development. Participants will learn how to manage performance related conversations with exceptional ease.

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## Highly Effective Sales Coach

**Category: Sales Management**

Date: 12 - 13 June, 2018 (Tue - Wed)

### Program Objectives

This course enables the sales managers to direct, monitor and enhance the sales performance of the sales force under him. It reinforces "Smart Selling Skills" and also introduces team monitoring and performance enhancers.

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## Manager As A Leader

**Category: Leadership Management**

Date: 19 - 20 June, 2018 (Tue - Wed)

### Program Objectives

This course enables participants to imbibe leadership traits and bring to their supervisory roles the LEADERSHIP SKILLS. They will come to recognize their managerial and leadership traits and also find personal improvement plans.

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## Consultative Selling and Key Account Management

**Category: Sales Management**

Date: 26 -28 June, 2018 (Tue - Thurs)

### Program Objectives

This course enables participants to align sales roles to corporate strategy and customer buying behaviors and develop negotiation and persuasion skills to enhance leadership effectiveness.

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## Manager as a Coach

### 1. Target Audience

Managers with teams, Middle & Senior Management (manager of Managers)

### 2. Industry Need

The Manager's role does not end but begins with Performance Appraisal –with the single minded objective to improve his team's performance, to help them meet or exceed the next goal, either in the short or the long term. There is an urgent need to have different improvement methods for different talents, and staying appropriately engaged with the team. The Manager first needs to know his own communication, managerial and dynamic leadership styles and know his coaching and feedback giving skills. Also the acumen to continuously monitor the team's capability build up leading to a high performance team.

### 3. Tools and Techniques

GROW model of Coaching and BIC model of feedback methods; performance improvement methods, motivating & dynamic leadership styles and assessment, 7S Influencing method.

### 4. Key Takeaways

- a. Role Clarity of a Manager as a Coach
- b. Understanding Blind Spots –and minimizing them
- c. Making SWOT analysis of a Manager's team members
- d. Recognizing one's Managerial & Leadership Styles
- e. Improvising managerial skills - Different coaching skills for different team members
- f. Coaching & Feedback giving Skills
- g. Goal setting
- h. Influencing Skills
- i. High Performance Team Building Skills
- j. Motivating and Retention Tactics
- k. Personal Improvement Plans

### 5. Facilitator Profile

Prof. Chittaranjan Bhattacharjee, Director, Centre for Executive Education, has over 31 years' experience in Banking, Retailing, Travel Management, Academics and Corporate Training and has trained over 10,000 professionals in the area of behavioural science. He was the Head of Knowledge Management of NIS Sparta, India's foremost in corporate training and is also a Master Trainer. He is the author of 8 books and over 32 research papers.

### 6. Investment Structure

INR 30,000 per participant (taxes applicable)





## Breakthrough Thinking

### Creativity, Innovation, Intrapreneurship, Design Thinking

#### 1. Target Audience

Mangers, Middle & Senior Management

#### 2. Industry Need

With heightened competition, the differentiator for a company is always a highly creative, innovative, out-of-the-box thinking talents. The urgent requirement then is for Managers to have the ability to describe, understand and approach problem solving with an open mind and with breakthrough thinking. These solutions need to be both creative and compliant. This highly interactive Program is designed to develop your creative, lateral thinking and logical improvement skills. Participants will understand techniques that can be implemented immediately in their work environment.

#### 3. Tools and Techniques

Breakthrough thinking, creativity and innovation methods, process improvements, problem solving tools and techniques, solutioning.

#### 4. Key Takeaways

- Discover windows to your imagination - how to generate new breakthrough ideas
- Know what unlocks the creative potential within people
- Learn to manage the blocks to creativity

- Ability to choose the right techniques to recognise assumptions & draw conclusions
- Recognise the differences between lateral and logical thinking
- Use the problem checklist and creative problem solving techniques
- Use problem-solving model and toolkit
- Gain confidence in asking the 'right questions'
- Demonstrate and build credibility with upper management
- Develop strategic approaches to problem solving and decision making
- Tony Buzan's Mind Mapping

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# High Performance Manager

## 1. Target Audience

Managers with teams and Middle Management

## 2. Industry Need

There is an urgency in the industry for their Managers to be execution and result oriented with a bias for action, driven and driving. Additionally, the expectation is that the managers are able to get the best out of their people, and develop them into a high performance team.

## 3. Tools and Techniques

Role clarity, P4A, Goal Setting, Influencing Skills, Emotional Intelligence, inter-personal communication and relationship building, networking and result orientation, High Performance Grid Model.

## 4. Key Takeaways

- a. Role Clarity of a High Performance Manager
- b. Know yours and others Blind spots
- c. Know your Managerial leadership Styles
- d. Execution and Result orientation skills

e. People Management Skills

f. Enhance Emotional Intelligence

g. Giving Feedback

h. Goal setting

i. Influencing Skills

j. Networking & Relationship Management

k. Building High Impact Teams

l. Enhance Communication Techniques

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## 6. Investment Structure

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## Problem Solving and Decision Making

### 1. Target Audience

Managers, Middle & Senior Management

### 2. Industry Need

It is a necessity for the manager to be a problem solver and take quick decisions – without compromising on the quality of solutioning. The Manager should also know the different problem solving techniques and continuously use them to arrive at the most appropriate solution in a quick turnaround time. The teams' expectations from their Managers is not just a quick decision maker but also to come out with the most workable solution which gives results.

### 3. Tools and Techniques

Problem solving methods, decision making methods and models, understanding VUCA, assessing resources, generating ideation, implementation methods.

### 4. Key Takeaways

- Apply problem-solving steps and tools
- Analyse information to clearly describe problems
- Identify appropriate solutions

- Think creatively and be a contributing member of a problem-solving team
- Select the best approach for making decisions
- Create plans for implementing, evaluating, and following up
- Avoid common decision-making mistakes
- Make correct and timely decisions
- Use problem-solving model and toolkit

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### 6. Investment Structure

INR 30,000 per participant (taxes applicable)



# Project Management

## 1. Target Audience

Project Managers, Project In-charge

## 2. Tools and Techniques

Project Management tools and techniques, simulations and exercises.

## 3. Key Takeaways

- a) How to build a world-class project management plan
- b) Using scope, cost, and schedule baselines as a means of evaluating project progress and incorporating earned value measurement
- c) Writing clearly defined project statements
- d) Clarifying project objectives with measurable outcomes
- e) Avoiding potential problems through planning and communication
- f) Evaluating the project's success and lessons learned
- g) Clarifying roles and responsibilities to improve team performance and accountability

h) Building, motivating, and leading a high-performing project team

i) Communicating effectively with your team, management, and clients

j) Creating effective written communications for your projects

## 4. Facilitator Profile

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## 5. Investment Structure

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## Customer Centricity

### 1. Target Audience

All People Managers, Head of Departments

### 2. Industry Need

With rising intensity of competition and enhanced maturity of customers, it has become a challenge for firms to be profitable and a winner. Being Customer Centric is the only workable solution, a great differentiator, reducing costs of operation, enhancing competitive advantage, lowering turnaround time, building synergy.

### 3. Tools and Techniques

FRACTER - Knowing the Expectations of internal customers, QSRCV – world beating TAT methods, CFT approach.

### 4. Key Takeaways

- Take a customer centric view of your business
- Knowing the expectations of the customer
- Quality Service Delivery
- Describe the impact of poor customer experiences
- Evaluate the experiences that your customers currently receive

- Describe the relationship between customer expectation and your business
- Identify all the channels by which your customers experience your business
- Improve the first impressions you give your customers
- Improve the lasting impressions you give your customers
- Deal effectively with difficult customers
- Prepare an action plan for your future development

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## Performance Manager

### 1. Target Audience

People Managers, Operations Managers, HR Managers and Middle Managers.

### 2. Industry Need

The skilled technocrat Manager is having a challenge in the area of measuring the performance of his team. From lack of quality time to understanding the nuances and the detailing of the Performance Management System, the Manager is in need of handholding in the PMS. Goal setting and appraisal techniques, communicating before, during after the Appraisal exercise and gainful engaging of the team for the next year ahead are what the Program envisages.

### 3. Tools and Techniques

Performance Appraisal Methods and techniques and most practiced – and making an effort to look beyond PA; Assessment Centres and Development Centres.

### 4. Key Takeaways

- a) Define performance management
- b) Examine how performance management works & the tools used to make it work

- c) Analyse the three phases of performance management

- d) Assess the effectiveness of each phase

- e) Understand Assessment Centres and Development Centres

- f) Practice giving feedback on performance management

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### 6. Investment Structure

INR 30,000 per participant (taxes applicable)



## Highly Effective Sales Coach

### 1. Target Audience

Sales Managers, Department Managers (Sales)

### 2. Industry Need

The Sales Manager's role does not end but begins with the Team and the Target –with the single minded objective to improve his team's selling skills, sales performance, and to help them meet or exceed the next sales goal. The focus begins with the sales philosophy, mastering the retail and the B2B selling skills, engagement of the dealer and in relationship management. The Manager first needs to know his own communication, managerial and dynamic leadership styles and know his coaching and feedback giving skills. Also the acumen to continuously monitor the team's capability build up leading to a high performance team.

### 3. Tools and Techniques

“Smart Selling Skills”; Sales coaching skills; Performance monitoring and customer value imparting skills.

### 4. Key Takeaways

- a) Develop sales mind-set and attitudes that drive commitment to sales target
- b) Understand the roles of a salesperson and the consultative sales approach

- c) Map sales cycle with flexibility to buyers' process and purchase behaviours
- d) Qualify prospects and existing customers for new business opportunities
- e) Plan for successful sales calls with an objectives in mind
- f) Create positive first impression and sales conversation
- g) Articulate compelling product value proposition to buyers' unique needs
- h) Sharpen active listening and questioning skills for customer discovery, solutions fit, and stronger relationship

### 5. Facilitator Profile

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### 6. Investment Structure

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## Manager As A Leader

### 1. Target Audience

Department Heads, Senior Management

### 2. Industry Need

The Manager is expected to have his domain expertise; but he is constantly challenged to exhibit qualities of a leader. The expectations of the stakeholders from their Manager ranges from clarity in communication, giving direction, clarifying the roles of team members, empowering and supporting the team, handholding many. In addition, walking the talk and being a role model for juniors, the leader is a decision maker and is a fair man.

### 3. Tools and Techniques

Managerial Styles, Dynamic Leadership styles and skills, Influencing Skills.

### 4. Key Takeaways

- a) The ability to sharpen your leadership mind set and apply it
- b) Learn methods to increase your risk taking ability
- c) Assess your leadership passion qualities and practice methods to enhance them

- d) Ability to productively observe model outstanding leaders
- e) Master leadership motivation techniques and learn to apply them
- f) Ability to inspire and empower others as a leader
- g) Understanding varying styles of leadership
- h) Flexing your leadership style to match varying situations
- i) Creating high influence in your teams

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## Consultative Selling and Key Account Management

### 1. Target Audience

B2B Sales and Key Account Managers

### 2. Industry Need

Consultative sales professionals manage their relationships with strategically-important customers, and it produces measurable business benefits. The skills of an experienced key account manager are needed to be able to manage the complex level of interactions and the increasingly collaborative nature of the business relationship. Any interaction with a client exists on two levels; the nature of the relationship and the level of the interaction.

### 3. Tools and Techniques

SWOT analysis, business environmental analysis, relationship management, buyer motivation.

### 4. Key Takeaways

- Be clear about what defines a 'key account' and stick to that.
- Explore techniques to get high level 'buy in'
- SWOT analysis and unique advantages
- Developing a sales strategy - where is the business going to come from
- Research customer profile to maximise business

f. Planning and preparing customer contact

g. Advanced and assertive communication skills

h. Establish explicit needs

i. Building profitable partnerships

j. Creating effective proposals

k. Advanced presentation skills – positioning and focusing on real needs

l. Appeal to different decision - making styles

m. Hold productive meetings

n. Effective 'transition' and agreeing the future strategy

### 5. Facilitator Profile

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## CUSTOM PROGRAMS

Custom Programs are designed for organizations that require a tailor-made learning program for their leadership development needs. To design such programs, program designers with industry and Learning and Development experience understand the business and learning needs of the organization's participants and work with the organization to design a program that meets their needs. Programs can be conducted on-campus in Mumbai, Bangalore or Hyderabad or at company premises as per the needs of the program.

Pedagogies used include: Case studies, Peer learning, Action Learning, Simulations, Coaching and assessments, Experiential learning, Guest lectures, International immersion etc., as appropriate to the intent of each custom learning program.



## COMPANIES WE WORK WITH

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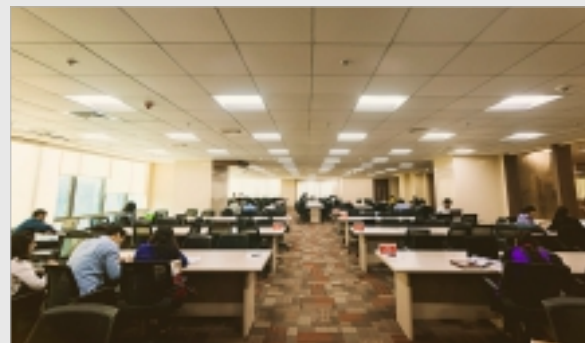


## FACILITIES & LOCATION

Our Centre for Executive Education is located in Vile Parle in the heart of the bustling city of Mumbai as part of the extensive NMIMS campus. It is in close proximity to the business districts, dining destinations, heritage theatres, Bollywood landmarks and the famous Juhu Chowpatty beach. Classes are conducted on campus at the CEE's dedicated facilities in the School of Business Management. It features state of the art learning facilities for the modern day classroom, executive dining facilities and access to our laboratories, library and other facilities. Housing arrangements can be provided for out of town participants if required at existing hotel rates. Custom programs are conducted either on campus or off-site as per the requirements of each program and sponsoring organization.

NMIMS also has campuses in Bangalore and Hyderabad which can be used for conducting programs as per industry needs.

As one of India's leading business schools and universities, NMIMS has created a thriving ecosystem of the brightest minds in business and leaders from diverse walks of life from around the world. The Centre for Execution Education draws you into this close knit community of people and ideas from around the world to take you on an unending academic and personal growth journey unlike any in your life before.



**MUMBAI**



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**Centre for Executive Education**

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