



**SCHOOL OF  
BUSINESS MANAGEMENT™**

Where  
**Next?**

CENTRE FOR EXECUTIVE EDUCATION

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MUMBAI | BENGALURU | HYDERABAD



## Where **Next?**

Where next, in this journey that has taken you places?  
Where next, in your search for a bigger canvas?  
Where do you want to make a difference?

Questions like this, keep leaders like you both dreaming and awake.

Restless and yet focused.

Allow us, Narsee Monjee Institute of Management Studies, to navigate the way forward.  
With you, for you.

Our Centre for Executive Education offers you pathways that customize your future growth, in the direction you seek.

But deep down, you have bigger horizons to find.

Welcome to our course programs for 2017-18.

Welcome to the gear shift your were looking for.

**Our mission at NMIMS Centre for Executive Education is to provide world-class professional leadership education** based in Mumbai for leaders, professional managers and organizations to hone their management acumen and leadership competencies.

# **THE NEXT STARTS HERE.**

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**DR. DEBASHIS  
SANYAL**

Vice Provost  
Management  
Education &  
Dean - School of  
Business, NMIMS

## Message from **Vice Provost**

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I am pleased that you are considering programs from NMIMS Centre for Executive Education for developing your skills in your leadership journey.

Our executive education programs are designed to provide cutting-edge management learning to upgrade leadership skills for senior management & develop high potential mgmt. 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. They are tailor made for senior management profiles and those who are moving into positions of leadership in their organizations.

I invite you to learn more about our executive education programs and look forward to welcoming you to join us on this extraordinary academic and personal growth experience.



## Our **legacy**

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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 the legacy of 36 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 four campuses at Mumbai, Shirpur, Bengaluru & Hyderabad and eleven 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.



# Recognition & Achievements

**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.**

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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 8th December, 2016, at Nanjing, China.

Ranked **10th All India, 4th Rank B Schools Private 2nd Rank West zone and Mumbai** by Hansa Research Survey published in The Week Magazine 2016-17.

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Ranked **3rd Pvt B-School, 6th Rank Faculty, Publications, Research consultancy, MDP & Other Program, 4th Rank Placement (domestic & International) USP, Social Responsibility, Networking & Industry Interface** by GHRDC B-School Survey published in CSR Magazine 2016-17.

Ranked **9th amongst Top B-School** Ranking by NHRDN published in People Matters Magazine 2016-17.

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Ranked **8th amongst Top 20 B-School** Rating by C-Fore B-School Survey published in Business World Magazine 2016-17.

Ranked **8th in South & West India** by Career's 360 Magazine 2016-17

Ranked **6th amongst Top 10 Metros** in India by Outlook Money Magazine 2016-17

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Ranked **2nd amongst top 10 Universities for Academic Excellence** by Higher Education Review

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# International Collaboration

NMIMS has well-developed international linkages with reputed universities, leading to international assignments for teaching, research & consultancy and faculty and student's exchange programs with:

- University of Nebrija, Spain
- Charles Darwin University, Australia
- La Trobe University, Wodonga Victoria, Australia
- University of Ferrara, Italy
- Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain
- Graduate School of Architecture Planning and Preservation, Columbia University, NYC, USA
- Groupe Des Ecole des Mines (G.E.M.), The Institute of Telecom, Paris
- Warwick Manufacturing group (WNG), The University of Warwick, UK
- Henry Ford Health System, Detroit, Michigan, USA
- The Washington Centre for Internships and academic Seminars, Washington DC, USA
- Leipzig Graduate School of Management, Germany
- NEOMA Business School-ROUEN Campus, France
- The University Paul Cezanne-France (UPCAM)
- IESEG School of Management Lille- Paris (IESEG)
- Euromed Marseille Ecole de Management, Marseille, France
- KEDGE Business School, France
- Grenoble Ecole de Management, France
- The University of Lausanne, Switzerland (HEC Lausanne)
- The University of Newcastle, Australia
- University of Jyväskylä, Finland
- University of Erlangen-Nürnberg, Germany
- University of Southampton, UK
- University of Westminster, UK
- CETYS University, Mexicali, Baja California, Mexico
- University of Chester, England
- University of Stirling, Scotland, UK
- The Stevens Institute of Technology, NJ, USA
- The University of South Florida, USA
- Tel-Aviv University, Israel
- The Governors of the University of Calgary, Canada
- St. Martin's University, Washington, USA



# Executive Education at NMIMS

**GLOBALIZATION IS CREATING OPPORTUNITIES FOR ORGANIZATIONS TO COMPETE AND SUCCEED IN WAYS THAT WAS NOT POSSIBLE BEFORE.**

To lead such organizations in a context of rapid change and competition requires highly developed leadership skills and a special breed of global business acumen from senior management teams.

NMIMS executive education programs are designed to provide a select group of high potential management and leadership achievers with the preparation, challenges and possibilities they require to take their professional and personal growth to new levels of success.

Our programs are available in following areas:

- o Senior Management Programs
- o Middle Management Programs
- o Custom Programs





## Program **Takeaways**

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LEADERSHIP

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GENERAL  
MANAGEMENT

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ENHANCING  
ENTERPRISE VALUE

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CHANGE  
MANAGEMENT

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MANAGING  
COMPLEXITY

---

COLLABORATION  
& INFLUENCING

---

ACCOUNTABILITY  
& DECISION MAKING

---

AUTHENTICITY  
& PRESENCE

---

COMMUNICATION  
EFFECTIVENESS

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MANAGING  
EXTERNAL STAKEHOLDERS

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ETHICS  
& INTEGRITY

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RESILIENCE

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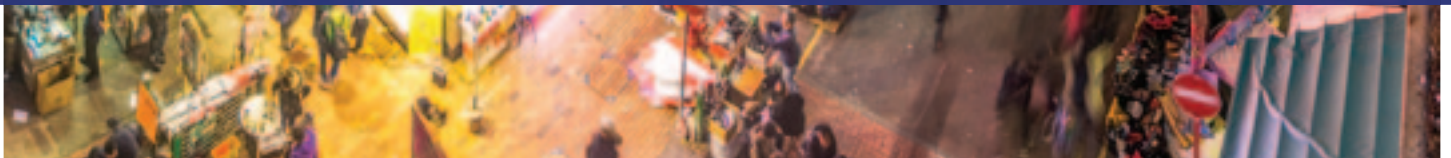
DEVELOPING  
TALENT & TEAMS

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PURSUIT OF  
EXCELLENCE



## Courses designed for the **Real World**



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### PROGRAM DESIGN & DELIVERY

Programs are designed keeping in mind industry needs and leadership competencies. Our Executive Education team uses insights gleaned from frequent interactions with industry to design rigorous and deep learning experiences that provide impactful career and performance benefits to professionals and organizations taking our programs.

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### HOW LEARNING HAPPENS

How you learn is more important than the academic theories, reading materials and lectures given by faculty. Because the truth is you can't truly become a great decision maker and leader merely in a classroom.



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## THE CASE STUDY METHOD

Learning in our executive education programs rests on the critical pillar of the case study method. The case study method ensures that you are immediately confronted with the reality that, in business, situations rarely fit into tidy theoretical functional boxes. You'll have too much information, or at times not enough, but through exposure to such situations, you'll become comfortable making decisions when faced with uncertainty. The pace and intensity of the change in your decision-making mindset is fast and unyielding, as your peers and the classroom debate challenge you to put all your business and leadership skills to the test in each group and class-room interaction.

Each class is a journey through a complex, multi-disciplined business challenge. Honing your problem solving mindset is perhaps the single most critical takeaway that becomes ingrained long after you complete our programs.

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## PEER LEARNING

At the practitioner level, it is widely acknowledged that much of the learning happens from sharing, collaborating and debating with one's peers. Our programs provide an excellent forum for a diversity of industry experiences to contribute to your learning and lifelong professional relationships. Faculty are required to ensure that peer learning is a key aspect of the classroom interaction.

As an engaged participant you are expected to bring your work-experiences, reflections and insights to the classroom. You will be expected and even pushed to contribute and keep an open mind in a non-judgmental environment of highly talented colleagues and faculty.

# Faculty

Faculty are chosen for their experience in facilitating learning for senior management, middle management and leaders at global corporations. They are recognized globally for research and teaching excellence among their global peers. Faculty teaching in our programs include:



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## DR. MURRAY BRYANT

Professor Emeritus, Ivey Business School

Murray holds a Ph.D. (Cincinnati), an M.Com.(Auckland), a M.A. (Ohio State) and a CA (New Zealand). He has taught for over 35 years in Executive and full-time MBA programs and EMBA at Western University, University of Toronto, University of Manitoba, University of Cincinnati. He is facilitating executive education and conducted strategy workshops in Business Schools and Companies including Schulich School of Medicine, Canadian National Railroad, DM Schenker and Bell Canada. He has written over 80 teaching cases and have won national awards. He has published in the areas of corporate governance, accounting, strategy, trust in public organizations and executive compensation.



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## DR. RAJESH CHAKRABARTI

Founding Executive Director, Bharti Institute of Public Policy ISB

Rajesh is the co-founder of Sunay Policy Advisory that provides consulting, research and advisory services to central and regional governments. He is a Professor and Executive Vice Dean at the Jindal Global Business School. He is also a founding Executive Director of the Bharti Institute of Public Policy at ISB's Mohali campus he helped design and launch one of India's leading public policy programs. He has taught Finance for over a decade and a half – at the University of Alberta, Canada, Georgia Tech, USA and the Indian School of Business (ISB). He has also been Executive Vice President, Research and Policy at the Wadhvani Foundation and is a co-founder of the policy advisory

start-up, Sunay Policy Advisory. Rajesh is an alumnus of Presidency College, Calcutta and IIM Ahmedabad and earned his PhD from the University of California, Los Angeles. He has authored or edited several books and articles on Finance, Economics, and Management and has been a columnist with the Financial Express and is frequently quoted in the media.



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## SUDHANSHU PALSULE

Leadership Educator and CEO Advisor

Trained as a physicist, Sudhanshu uses principles of quantum mechanics in his work on building effective 21st century organizations and teams that can thrive in increasingly complex global eco-systems. He teaches at Duke CE, in the Advanced Management Program at INSEAD, and at other business schools globally. His work on leadership brings together the latest research emerging from neurology and psychology, and his own exploration of human thinking and behavior over thirty years. He helps senior management teams engage in the difficult and sweaty conversations that bring resolution, energy and the right action. His clients include CEO's and senior management teams

of several Fortune 500 companies. He also works with international organizations in the public sector and the United Nations and is featured in the magazine Developing Leaders for his work with pharma giant AstraZeneca.



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## DR. EDWARD ROGERS

**Chief Knowledge Officer for NASA at the Goddard Space Flight Center**

Edward received a doctorate from Cornell University, a masters in International Business from the University of South Carolina and a bachelor of science in agriculture from the Ohio State University. He has taught entrepreneurship, strategy and human resource management and consulted for a number of organizations. He grew up in Saudi Arabia, attended boarding school in Kodaikanal, Tamil Nadu and managed war relief operations in Lebanon for five years in the 1980's. Since 2003 he has been the Chief Knowledge Officer for NASA at the Goddard Space Flight Center, outside of Washington, DC.



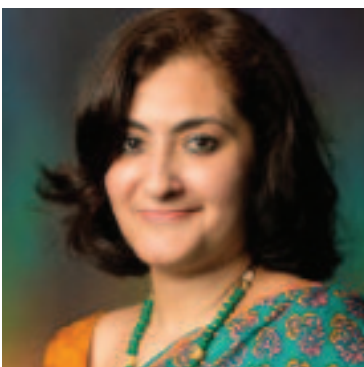
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## DR. KAUSHIKI SANYAL

**CEO and Co-Founder of Sunay Policy Advisory Pvt. Ltd.**

Kaushiki has an MA in Political Science and a PhD in International Relations from the Jawaharlal Nehru University, New Delhi. Kaushiki is the CEO and Co-Founder of Sunay Policy Advisory Pvt. Ltd., a public policy research start-up engaged in capacity building and consulting. She brings over a decade's experience in the public policy domain and has consulted with various organisations such as the Vidhi Centre for Legal Policy, the Rajiv Gandhi Foundation and the World Bank. She has worked at the Bharti Institute of Public Policy at ISB's Mohali campus where she led research projects and was part of the team that developed and designed the

institute's flagship Management Program in Public Policy. Kaushiki was one of the founding team members at the PRS Legislative Research, a nonprofit organisation providing research support to legislators where she worked for 7 years. Her other experiences include a stint with NDTV and Capital IQ. She is an alumnus of the US Department of State's International Visitor's Leadership Program (IVLP). She has published many articles in leading newspapers and has recently co-authored 'Public Policy in India: Oxford India Short Introductions (OUP, 2016)'.



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## DR. VEENA VOHRA

**Associate Dean and Professor - Human Resources and Behavioral Sciences, SBM, NMIMS**

Veena has completed her doctorate specializing in the area of Leadership, Emotional Intelligence and Appreciative Inquiry and is an MBA with specialization in HR. She teaches in corporate training and development programs across a wide spectrum of Indian corporate houses including L&T, Ambuja Cements, ACC, USV, Novartis, Loop Mobile, Lupin Labs. She has also designed and conducted training programs for Mahindra British Telecom, BCCI, NTPC, Reliance Industries, Thermax, Chemtrol Engineering, Asian Heart Institute, HDFC Chubb. She has also held positions as the Chairperson of the MBA Program at SBM. She is a thought-leader in the areas of self awareness

and interpersonal skill building, leadership development, change management, appreciative inquiry, emotional intelligence, performance enhancement through improving personal effectiveness, transactional analysis, team building. She has also worked on the assignment of HR Policy Formulation for National Board of Accreditation, Ministry of Human Resources, Government of India.

# Open Programs

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.

**Following types of Programs are offered:**

## SENIOR MANAGEMENT PROGRAMS



Senior Management programs are designed for Top Management, Board-members, Function Heads, Heads of Business Units, Country Heads etc. Typically participants will have extensive business experience and are reporting into the highest level of management at country, regional or global levels. Participants in this category typically have upwards of 20 years of work experience with significant responsibility for top-line results, cost centres, scope of work impact and team-size or budget managed, etc.

**Leadership Transitions for:** Enterprise Manager, Group Manager, Business Manager

## MIDDLE MANAGEMENT PROGRAMS



Open programs are designed for participants who are making leadership transitions from managing teams to managing other managers, taking charge of a functional area or stepping upto leading business units for the first time. These programs cover a wide range of experiences but candidates will typically have under 25 years of workexperience.

Selected functional skill specific programs that are applicable to a broad range of industry participants are also offered under the Open Programs portfolio. These programs are designed to go beyond mere understanding of the skill, techniques or technology to looking at

managerial implications and effective application of such skills.

**Leadership Transitions for:** Business Manager, Function Manager, Managing Managers, Managing Others

# Upcoming Programs

## **Policy, Government and Business Strategy**

(For Senior Management)

Dr. Rajesh Chakrabarti,  
Founder Sunay Policy Advisory |  
Founding Executive  
Director Bharti Institute of  
Public Policy ISB

**31 Aug –  
02 Sept 2017,  
3 days**

A rapidly evolving business environment of opportunities and challenges with policy in public-private partnerships, urbanization initiatives, new global business models, changes to trade alliances, resurgence of protectionism, focus on indigenization, and clash of technology enabled new business models with existing regulatory paradigms necessitates strong in-house policy expertise in forward thinking organizations today. Top management leaders today in both large enterprises and innovative start-ups can spend most of their time figuring out complex policy matters that can make or break their businesses.

The program looks at the role of the senior policy expert within an organization and how policy sensitization can be systematically integrated into organizational processes given an organization's context and needs.

### **Fees:**

Rs. 1,30,000\* (Residential)

Rs. 1,15,000\* (Non-residential)

\*Service Tax extra

- To maximise learning takeaway from peer group, we recommend the residential option.
- Early-bird discount: 10% off on Program fees if registration is completed 3 weeks in advance of start date.

# Upcoming Programs

## **Stepping up to Senior Management**

(For Middle Management)

Dr. Murray Bryant,  
Professor  
Emeritus, Ivey  
Business School

**10 – 14 Oct  
2017, 5 days**

This intensive program is designed for middle management participants who are planning a change to leadership track. Today's management professional has to take charge of their career growth and to make choices that align their professional and personal aspirations with ever changing industry requirements. This program uses case studies, workshops, self-assessments and career planning tools to help each participant reflect on their career aspirations and develop personal action plans to achieve their ambitions. The program intends to develop lifelong skills that will be useful when they are faced with setbacks and stagnation in their careers. The program also intends to develop a mindset of aligning and renewing their career growth.

Functional management disciplines covered:

- General Management - skill of integrating & managing various functional depts. In a company and technical disciplines
- Finance
- Accounting & Business Performance Management
- Strategy
- Marketing
- Leadership Effectiveness & Career Growth

### **Fees:**

Rs. 1,25,000\* (Residential)

Rs. 1,10,000\* (Non-residential)

\*Service Tax extra

- To maximise learning takeaway from peer group, we recommend the residential option.
- Early-bird discount: 10% off on Program fees if registration is completed 3 weeks in advance of start date.



# Upcoming Programs

## **Thriving in Complexity for Top Management**

(For Senior Management)

Dr. Edward Rogers  
Chief Knowledge Officer, NASA  
Goddard Space Flight Centre

**03 – 05 Aug  
2017, 3 days**

**24 – 26 Sept  
2017, 3 days**

This course offers you the opportunity to learn skills necessary for the most complex type of leadership and management challenges. In order to learn to take a systems approach, a concept-mapping tool will be introduced and you will learn how to examine complexity in your own career situation. Many concepts of strategic choice, economics, organizational behavior, management and project management will be used as the basis for examining complexity. You will learn analytical skills and gain confidence in your ability to think your way through the complex organizational challenges that typically face senior leaders of modern organizations. To help drive the learning home, each participant will get a 30 minute one on one meeting with the instructor to review their learnings and takeaways. This is only possible by maintaining a small class size which also guarantees meaningful interaction among all the participants.

Program will explore personal and senior management team challenges such as absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results. It will provoke participants to critically explore how to overcome such challenges and to inculcate personal behaviours that tend to act as multipliers of capabilities, commitment and results in their organizations

### **Fees:**

Rs. 1,40,000\* (Residential)

Rs. 1,25,000\* (Non-residential)

\*Service Tax extra

- To maximise learning takeaway from peer group, we recommend the residential option.
- Early-bird discount: 10% off on Program fees if registration is completed 3 weeks in advance of start date.

# Upcoming Programs

## **Executing Brilliantly: Global General Management Excellence for Senior Management Leaders**

(For Senior Management)

Dr. Murray Bryant,  
Professor  
Emeritus, Ivey  
Business School

**05 - 08 Oct  
2017, 4 days**

Program is designed for VP, SVP, CxO leaders, leaders of single or multiple functions, profit-centres who are stepping up from functional expert roles into leading a function or multiple functions to become effective at leading integrated fully self-sufficient business units. Focus is on developing general management expertise suitable for senior mgmt roles. Participants will use cases, industry speakers and workshops to understand how to align functional experts, peers and internal and external resources & stakeholders to business priorities, ask relevant & helpful questions, lead and facilitate sound decision-making, empower teams appropriately, and foster a culture of excellence, ownership that leads to delivery of business results.

Functional management disciplines covered:

- General Management - skill of integrating & managing various functional depts. In a company and technical disciplines
- Leadership and Character
- Strategy & Risk
- Execution & Clarity of Communication
- Crisis Management
- Business Performance Management (Management Accounting & Control Systems)

### **Fees:**

Rs. 1,35,000\* (Residential)

Rs. 1,20,000\* (Non-residential)

\*Service Tax extra

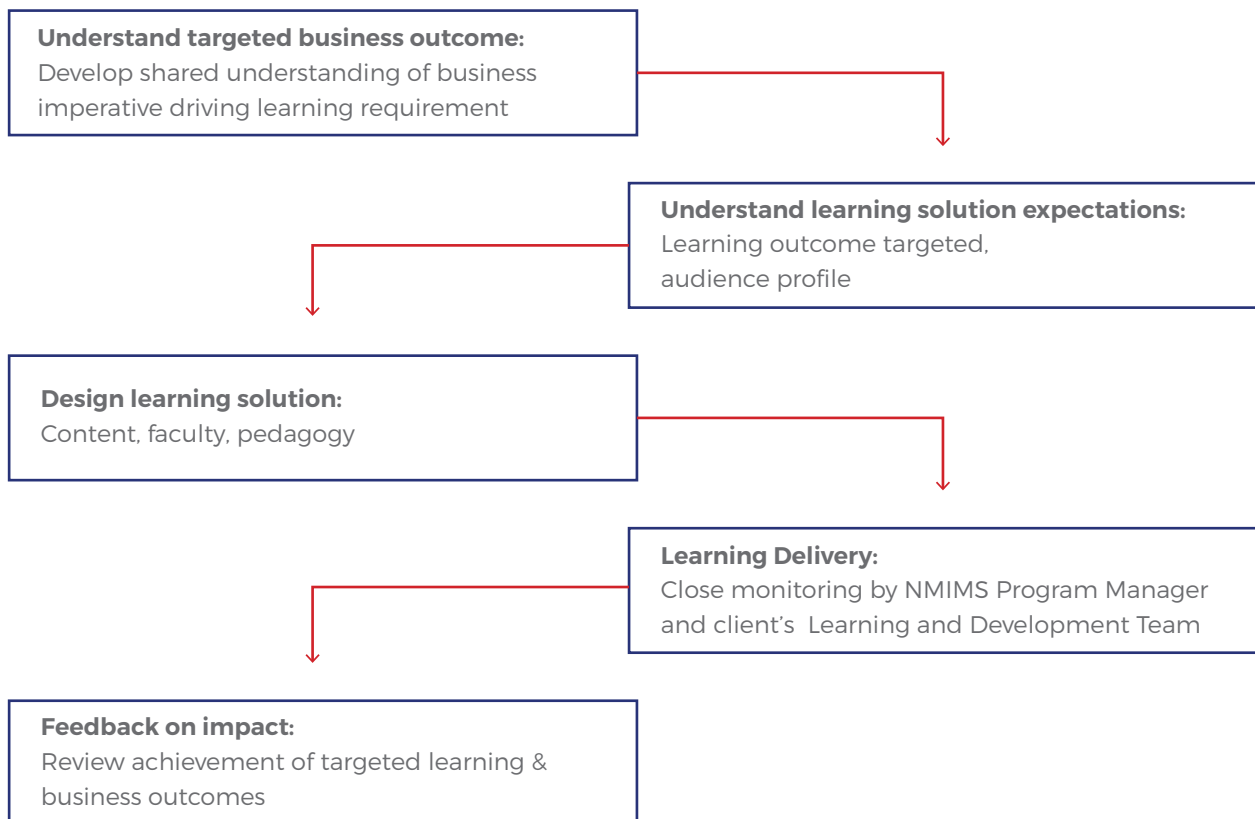
- To maximise learning takeaway from peer group, we recommend the residential option.
- Early-bird discount: 10% off on Program fees if registration is completed 3 weeks in advance of start date.

# 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.

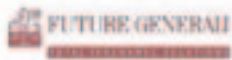
**Our custom programs are designed and delivered as per process below:**



**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.

## Feedback on Learning Effectiveness

For our clients custom programs are an integral part of a carefully orchestrated executive development strategy, with programs initially rolled out to one group of executives and then expanded to more executives over time. Post-program assessment activities range from surveying participants and company sponsors to reviewing the program's objectives, content, and methodologies in the context of company and industry evolution.



Companies we **work** with



# Program Registration and Expenses

**Program Registration:** The form is available online at <http://cee.nmims.edu/registration>

**Tuition Fees:** No payment is necessary until you have been accepted into a program. The tuition fee covers teaching fees, all academic material, access to the school library resources, parking and all meals while on campus and any planned outings.

**Fees are payable in advance by following means:**

Demand Draft should be made in favour of "SVKM's NMIMS" payable at Mumbai. Online at <http://execed.nmims.edu>

**Refunds:** We shall refund following amounts in case you need to cancel

4 weeks before program start-date	—————	Full refund. Rs. 1,000 processing fee shall be deducted.
2-3 weeks before program start-date	—————	50% of program fees
Less than 2 weeks before start-date	—————	No refund

If we are unable to accept your application for any reason or if program has to be rescheduled, full-payment will be returned.

**Meals:** Program fees cover the cost of most meals during the program. Please advise us in advance for special food arrangements and we shall make best efforts to accommodate.

**Travel:** The tuition fee does not include transportation to & from Mumbai.

**Accommodation:** Lodging is not included in the programs. For programs requiring lodging, charges shall be communicated in advance.

**Employer Sponsorship:** Employers looking to sponsor participants for Senior Management or Open Enrollment Programs can contact us to discuss suitability of program and other details.

We recommend identifying your candidates carefully looking at factors such as:  
Mature, motivated, and ripe for advancement

Does your candidate have the maturity and experience needed to actively participate in and benefit from this program?

Will your future plans for this employee benefit from what the program offers?

**Group Enrollment:** Employers looking to sponsor multiple employees to same program or multiple programs can reach us to discuss pricing options. For more than two employees in the same session a fee discount of 10% shall be provided to sponsoring company.



## 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.





## About **NMIMS**

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NMIMS School of Business evolved from the need for a world class business school based in the commercial hub of Mumbai and is committed to creating management leaders through innovative programs, outstanding faculty & thought leadership.

Our parent body, Shri Vile Parle Kelavani Mandal has been contributing to the cause of education for the last 75 years with institutions in primary, secondary and higher education in Management, Technology, Commerce and Economics, Arts and Science. Narsee Monjee Institute of Management Studies was declared Deemed University in 2003 under section 3 of the UGC Act 1956



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For further information please contact us at:  
Centre for Executive Education  
NMIMS, V.L. Mehta Road, Vile Parle (W),  
Mumbai - 400 056, Maharashtra, India  
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**Ph.** +91 22 4235 5907/ 5715/ 5555  
**Email:** [cee@nmims.edu](mailto:cee@nmims.edu)  
**Website:** [cee.nmims.edu](http://cee.nmims.edu)