

# 1

# Interpersonal Skills and Emotional Intelligence

## Introduction and Objectives

We spend a great deal of time interacting with other people, both inside and outside organisation. The ability to relate with people is a key factor that distinguishes successful managers. The purpose of this programme is to provide participants with a set of essential human relational skills that will contribute to their interpersonal effectiveness on the job. This programme is designed to help participants understand self, knowing others, and learning to deal with complex interactions that arise from our inherent differences. Emerging fields like emotional intelligence provide many useful insights for enhancing interpersonal skills and team work.

The programme will help participants develop an insight required for working effectively in teams, managing conflicts and being assertive in interacting with others.

## Methodology

The pedagogy will comprise exercises, lectures, experience sharing, case and theme based discussions. The focus will be on development of skills and insights through experiential learning and lecture methods.

## Expected Participants

The programme is addressed to middle level managers of private and public sector organisations from any area of management.

## Programme Contents

- u Interpersonal Styles and Skills
- u Understanding Self and Others
- u Teamwork: Competencies and Skills
- u Managing Conflict
- u Emotional Intelligence
- u Interpersonal Communication: Feedback and Listening skills
- u Influencing Skills and Tactics
- u Assertiveness

Programme Director

Dr E S Srinivas

Fee (per participant)

Residential (Twin-Sharing)

Rs. 35000/-

Service Tax 12.24% extra

Duration

5 days: June 5-9, 2007

(Tuesday-Saturday)

Venue

Lonavla

# Strategic Marketing Decisions: Tools and Techniques

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## Introduction and Objectives

Effective marketing decision-making is an art and a science; specifically, it requires a mix of analytical skills and astute judgement on the part of the manager. In addition, managers are increasingly expected to show clear and measurable return on marketing investments. All this is true today more than ever before, given the availability of rich data, powerful technology, and easy access to sophisticated statistical tools. This means that managers today have the potential to harness all these factors, often at the click of a mouse. To realize this potential, managers must understand the use and misuse of concepts, data, and tools-in other words, they should be wary of the many decision traps that lurk in the practice of both, the art and science of marketing.

We will focus on fundamental, yet critical marketing concepts and associated tools that are the foundation for sustainable profits in any business, be it service, consumer goods or industrial products. Put simply, these tools can help achieve pricing power in markets, protect margins, and build customer loyalty. Completion of the programme will ensure key "take-aways": the mastery of simple, user-friendly, yet powerful tools in the areas of segmentation, product positioning, new product design, product modification, new product forecasting, and marketing mix management.

## Methodology

A mix of lectures, group discussions, mini-cases, and data-driven exercises.

## Expected Participants

Middle level Marketing Managers, Product Managers, Brand Managers, Advertising/Communication Professionals. Further, the programme is very relevant for entrepreneurs and individuals involved in new start-ups in any type of market, be it services, consumer goods, or industrial products.

## Programme Contents

Concepts and tools that cover the art and science of:

- u Market Segmentation
- u Product/Service Positioning
- u New Product/Service Design
- u Product/Service Modification
- u New Product/Service Forecasting
- u Marketing Mix Management

Programme Director  
Dr Arun Pereira

Fee (per participant)  
Non-Residential  
Rs. 23,000/-  
Service Tax 12.24% extra

Duration  
4 days: June 11-14, 2007  
(Monday-Thursday)

Venue  
Bangalore

## Introduction and Objectives

A personal growth laboratory is a structure for a small group of participants to study their interactions towards meaningful discoveries about themselves. This experiential programme focuses an understanding of self and others and thus changes one's attitudes and behaviour patterns. These changes in attitudes and behaviour cause personal growth.

The objective of the programme is to enhance awareness and understanding of one's own behaviour, feelings and motives making use of techniques from Neuro-Linguistic Programming (NLP) and Enneagram. NLP enables you to build high quality relationships with the people around you and heightens your sensitivity to yourself and others so that you are aware of subtle shifts in behaviour and attitudes.

A study of your enneagram type will enable you to deal with your emotions. It will develop your flexibility so that you have more choices and consequently more influence over situations in your life. It will develop your ability to tap your unconscious mind and draw on its superior power and potential.

## Methodology

A judicious mix of lectures, group interactions, meditation and exercises.

## Expected Participants

This programme is addressed to middle and senior managers in public and private sector companies who have responsibility to build up their organisations. *This programme is not meant for consultants and trainers.*

## Programme Contents

- u Personal growth through managing emotions
- u Self awareness with regard to emotions
- u Emotional intelligence
- u Communication skills
- u Meditation techniques for stress management
- u Identifying leadership styles
- u Interpersonal skills

### Programme Director

Fr P T Joseph, S.J.

### Fee (per participant)

Residential (Single Room)  
Rs. 40,000/-  
Service Tax 12.24% extra

### Duration

5 days: June 11-15, 2007  
(Monday-Friday)

### Venue

Bangalore

# Essence of Labour Law for HR/Personnel Managers

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## Introduction and Objectives

Much of the success of an organisation hinges on healthy industrial relations. An understanding of the numerous problems relating to employees and their organisation assumes importance to a manager as an aid to managerial effectiveness. The legal framework, within which organisations operate, determines to a larger extent the tools and techniques employed by the parties with special reference to the rights, duties, obligations and liabilities, conferred or imposed on them. The subject derives an added importance in the light of current trends in the industrial relations scene in the country. The programme covers the key labour legislation with emphasis on practice.

## Methodology

Lecture sessions will be supplemented by live cases in all the areas referred to in the programme contents, for an in-depth discussion, followed by question-answer sessions with focus on problem-solving.

## Expected Participants

The emphasis of this programme is more on the advanced aspects of industrial law and its practice, than on its fundamental aspects. Hence it is ideally designed to cater to the middle and senior level personnel/industrial relations managers with 3-4 years post-qualification experience as well as managers (corporate legal cell) in-charge of personnel/IR matters, in public and private sector undertakings. Please do not nominate non-professionals.

## Programme Contents

- u Labour legislation: Welfare - IR - wages and social security: an overview
- u Welfare legislation
- u Industrial relations law
- u Wages, bonus, gratuity, PF and ESI
- u Rationalisation, deionising, VRS and contract labour act - issues and problems
- u Discipline and disciplinary procedure
- u Collective bargaining vs. IR legislation - an interface

Programme Director  
Dr E M Rao

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

Duration  
4 days: July 2-5, 2007  
(Monday-Thursday)

Venue  
XLRI Jamshedpur

*What lies behind us and what lies before us are tiny matters compared to what lies within us.*

-Oliver Wendell Holmes

## Introduction and Objectives

This programme is planned to help you enhance your managerial effectiveness through self-awareness. We need to learn more about ourselves and such knowledge rarely comes without conscious effort.

Self-awareness is the first step in enhancing managerial effectiveness. It helps us realise our weaknesses and acknowledge our strengths leading to better inner control and guidance. This programme is designed as a roadway to self understanding, knowing others, and learning to deal with complex challenges that arise from nature of managerial work. This programme aims to provide the participants an insight into the range of skills and competencies that underlie managerial effectiveness.

## Methodology

The methodology will comprise exercises, case discussions, lectures and experience sharing. The focus will be on development of skills and insights through experiential learning and lecture methods.

## Expected Participants

Middle level executives of all areas from private and public sector organisations.

## Programme Contents

- u Managerial Effectiveness: Competencies and Skills
- u Self-awareness: Insights and Barriers
- u Effective Time Management and Goal Setting
- u Emotional Intelligence and Interpersonal Styles
- u Basic Leadership Styles and Behaviours
- u Effective Empowerment and Delegation
- u Coaching, Counseling and Supportive Communication
- u Spiritual Foundations of Managerial Effectiveness

### Programme Director

Dr E S Srinivas

### Fee (per participant)

Residential (Twin-Sharing)

Rs. 28,000/-

Non-Residential Rs. 25,000/-

Service Tax 12.24% extra

### Duration

5 days: July 2-6, 2007

(Monday-Friday)

### Venue

XLRI Jamshedpur

# Basic Leadership Skills

## Introduction and Objectives

This is a leadership course with a difference. Attend this action-packed, skills building course and become the topnotch executive you aim to be. Get a solid grounding in people management. Practise and enhance your communication skills. Learn what it really means to take charge of a situation. And become the leader you know you are! It will help you to :

- o Boost your own and your team's productivity,*
- o Smooth out difficult problems with greater ease and diplomacy,*
- o Get others to listen and take action on your ideas,*
- o Open up lines of communication between you and your team... you and your superiors,*
- o Combine tact and authority for positive results*

## Methodology

- o Practice, feedback and further experimentation will be the method of development.*
- o Learn-by-doing techniques with special diagnostic tools, self-evaluation, and on-the-spot feedback.*
- o Special in-class exercises let you develop your leadership abilities.*
- o You will examine individual skills through role plays.*

## Expected Participants

Middle level management and above of private and public sector organisations.

## Programme Contents

The overall coverage of the course will include

- u Personal expressiveness
- u Enhanced ability to inform, persuade, introduce
- u Goal setting skills
- u Increased actualisation of your potential
- u Problem-solving and decision-making skills
- u Systematic skill in finding causes of deviations and in choosing between alternatives
- u Leadership and conflict management skills
- u Enhanced use of time and human resources

### Programme Directors

Fr N Casimir Raj, S.J. and  
Dr J Singh

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

### Duration

5 days: July 9-13, 2007  
(Monday-Friday)

### Venue

XLRI Jamshedpur

# Modeling and Analysis of Operations Systems and Processes

## Introduction and Objectives

Many important decisions in the area of operations systems and processes (including business processes) could be enriched by modeling, - cast in either an optimizing or a simulation framework, among others.

This programme looks at typical decision areas in operations where easily available tools could be employed to aid decision making through modeling and analysis. Being able to use such tools in developing and solving optimizing and simulation models in the operations area is a desirable outcome of this programme.

The programme aims to make the participants develop capabilities in using models to improve analysis and decision-making in the area of business in general and operations in particular.

## Methodology

Case analysis and exercises apart from straight lectures. The optimization tool used is Solver which is Excel based and resides in MS-Office. The simulation tool employed is a downloadable version of a professional package called Extend. Other web-based tools will be used for process description and analysis. All the tools are easily accessible.

## Expected Participants

Middle-Level Executives in Business and Operations planning/analysis related function.

## Programme Contents

- u *Model formulation and solution procedures* in some important areas of Operations.
- u *Developing and solving large scale optimization problem using Excel-Solver* through examples of increasing complexity taken from various operations areas.
- u *Simulating various cases in analysis and decision-making in the area of operations, - starting from the simple to more complex examples. The simulation tool being used is Extend.*
- u *Simulating Business Processes for Analysis and Decision Making employing Extend: Presentation of how to simulate, by using Extend, business processes for analysis of alternatives in order to restructure.*
- u *Web enabled study of Process Model of business based on Co-ordination theory. Case demonstrating the use of the Repository of such a process model for developing, modifying and even inventing new business processes.*

Programme Director  
Dr T Bandyopadhyay

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

Duration  
3 days: July 10-12, 2007  
(Tuesday-Thursday)

Venue  
XLRI Jamshedpur

# Mentoring and Coaching for Personal and Performance Effectiveness

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## Introduction and Objectives

Mentoring and Coaching as processes contribute to the development of personal and functional competencies. The focus, therefore, is on meeting the growing needs of the people to be guided in the work place, developing individual skill sets and on achieving individuals' personal and performance objectives, as well as that of the organisation as a whole.

Organisations can reap maximum benefits by leveraging this Mentor-protégé and Coach-learner rapport or the special bond that emerges on account of this relationship. Mentors and Coaches in relationship not only develop themselves but also as role models help enhance the growth and development of people around them in the organisations.

This programme is envisaged to help participants explore, understand and focus on developing core competencies, knowledge and skills required for effective Mentoring and Coaching.

## Methodology

Besides the emphasis on conceptual clarity with regard to Mentoring and Coaching, the pedagogy of the programme includes individual and group exercises and role plays for experiential learning and skill development..

## Expected Participants

This programme is meant for the middle level executives who have the commitment, conviction and the confidence to play the role of Mentors and Coaches now and for a long time to come to help develop the enthusiastic young generations who come in contact with them.

## Programme Contents

- u Understanding basics of mentoring and coaching
- u EQs (Emotional Quotient) and SQs (Spiritual Quotient) of mentors
- u Defining different roles
- u Mentoring and coaching skills and techniques – counselling and feedback
- u Sustaining mentoring and coaching processes in organisations.

Programme Director  
Dr I S F Irudayaraj

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

Duration  
3 days: July 16-18, 2007  
(Monday-Wednesday)

Venue  
XLRI Jamshedpur

# Staying on Track with Balanced Scorecard- Process, Methodology & Techniques

## Introduction

The Concept of Balanced Score Card, since ground breaking work by Robert S Kaplan and David P Norton, has achieved increasing popularity in the business world. It has emerged as Best Practice, not only to improve strategic focus and management control, but also on the broader subject of Performance Measurement and Measurement.

## Objectives

The programme on 'Staying on Track with Balanced Score Card - Process, Methodology and Techniques' has been designed with an objective to help managers in turning strategy into action at every level of the organization and translate important intangibles such as intellectual capital, customer relationship and innovation, into real value.

The programme presents practical step-by-step advice, sharing insights on developing and using Balanced Score Card.

## Methodology

Programme Design suitably blends both new theory, concepts and practical features and draws heavily from organizational and business realities.

The Pedagogy consists of lectures, situational analysis, case studies and group exercises. Focus will be on providing step by step learning to make Balanced Score Card actionable. The experience of leading world and Indian Companies will also be presented and discussed as case studies.

## Expected Participants

Senior executives and different functional areas covering HR, Marketing and Operations.

## Programme Contents

- u Introductory Concepts, Definitions, Background.
- u Performance Measurement and Management Systems, New Performance Measurement Tool.
- u Emergence of Balanced Score Card.
- u Best Practice in Measurement System.
- u What Scorecard is and why - Basic Reasons for Developing Scorecard.
- u Process techniques and Methodology for developing Scorecard, Designing Formats, Implementation Issues and making it actionable.
- u Interesting Examples and Case Studies from across the world.
- u Developing a Strategic Theme and the critical success factors as a first step in creating Balanced Scorecard - a Step by Step Process.
- u Process and experience of a number of companies of various aspects of Balanced Scorecard - a Step by Step Process.
- u Snapshots of Balanced Scorecard in different functions such as Marketing, HR.
- u A Special Session on building HR Scorecard, linking people with the business world.

Programme Director  
Prof D P Sinha

Fee (per participant)  
Residential (Single Room)  
Rs. 40,000/-  
Non-Residential Rs. 30,000/-  
Service Tax 12.24% extra

Duration  
3 days: July 18-20, 2007  
(Wednesday-Friday)

Venue  
XLRI Jamshedpur

# Green Belt Certification Programme in Six-Sigma

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## Introduction and Objectives

Globalisation and instant access to information, products and services have changed the way companies conducting their businesses. The old business models no longer work. Today's competitive environment leaves no room for error. Companies focus on customers and relentlessly look for new ways to exceed their expectations. This is why Six Sigma Quality has become a part of an organisational culture. It is not a secret society, a slogan or a cliché. Six Sigma is a highly disciplined process that helps to focus on developing and delivering near-perfect products and services. Six Sigma is a way to define a universal quality metric that applied regardless of product complexity or dissimilarities between different products and a defect reduction technique that helps unmask the 'hidden factory.'

The word "Sigma" is a statistical term that measures how far a given process deviates from perfection. The central idea behind Six Sigma is that if you can measure how many "defects" you have in a process, you can systematically figure out how to eliminate them and get as close to "zero defects" as possible. To achieve Six Sigma quality, a process must produce no more than 3.4 defects per million opportunities. An "opportunity" is defined as a chance for nonconformance, or not meeting the required specifications. This means we need to be nearly flawless in executing our key processes. In other words Six Sigma is a vision toward and a philosophy that is part of any business culture.

Six Sigma is a philosophy of doing business with a focus on eliminating defects through fundamental process knowledge. Six sigma methods integrate principles of business, statistics and engineering to achieve tangible results. Six sigma tools are used to improve the processes and products of a company. Green Belts are those employees of an organisation who are trained and oriented in the Six Sigma methodology so that they become change agents to perpetuate the Six Sigma culture, approaches and techniques throughout an organisation. They are employees at all levels who are trained to function as high-performing team members on Black Belt project teams, to help collect and analyse data, develop process maps, assist the Black Belt in certain levels of statistical analysis, and develop experimental designs for a particular project or as leaders on projects that do not require the Black Belt level of analytical rigor and will be able to conduct these projects within the scope of their normal daily roles.

Participants will learn how to apply statistical and six sigma methods for business process improvement including:

- o *Understanding Six Sigma philosophy and tools by application to specific situations and Communicating the benefits of Six Sigma as Quality philosophy within organisation*
- o *Applying the DMAIC (Define, Measure, Analyse, Improve Control) I improvement process*
- o *Selecting successful Six Sigma projects and project teams*
- o *Planning and executing projects*
- o *Achieving measurable business results quickly*
- o *Overall helping organisations develop a road map to implement Six-Sigma initiative across their organisations.*

## Methodology

Lectures, Computer Exercises, Skill Exercises on Six Sigma, Case Studies and Guest speakers from industry.

## Expected Participants

This course applies to anyone in the organisation who will be part of a Lean Six Sigma process improvement project staff, line supervisors, managers and directors in such areas as manufacturing, operations, customer service, engineering, logistics, supply chain, sales & marketing, finance, quality and purchasing.

Prior to training, you should possess the following:

- o Some Basic familiarity with computers to work with.*
- o Preferably a management-approved business improvement project that will provide a bottom-line savings*

Green Belt training is conducted in two 5 day sessions at stretch with a day break in between. The training agenda focuses on learning the concepts-and immediately applying these skill sets to the projects. Class exercises are designed specifically to enable retention and application to the projects.

## Programme Contents

- u Six Sigma Philosophy and DMAIC (define, measure, analyse, improve and control) process
- u business case development
- u Basic data acquisition techniques.
- u Relationship diagrams
- u Process mapping and value stream mapping
- u Concept of variation
- u Failure modes and effects analysis (FMEA).
- u Measurement system assessment (MSA)
- u Basic statistics and graphical methods
- u Capabilities assessments
- u Statistical process control
- u Correlation and regression
- u Confidence intervals and statistical hypothesis testing
- u Improving deliverables
- u Mistake-proofing
- u Lean manufacturing
- u Design for Six Sigma (DFSS).
- u Case studies.

Programme Director  
Dr T A S Vijayaraghavan

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 50,000/-  
Non-Residential Rs. 40,000/-  
Service Tax 12.24% extra

Duration  
11 days: July 20-30, 2007  
(Friday-Monday)

Venue  
XLRI Jamshedpur

*“Strong brands allow for greater shareholder and stakeholder returns.”*

*“Brands help firms fight cyclical downturns and enable to come out of commodity and price traps.”*

## Introduction and Objectives

Brands drive business today and the ability to compete effectively in today's market requires a disciplined understanding of brand science. Strong brands embody a clear, valued and a sustainable point of differentiation. Brands constitute a large part of the intangible assets that companies own. With the companies beginning to recognise the balance sheet value of their brands, interest in using brands more effectively has grown. How can we really create and sustain strong brands? Successful marketers have realised that branding is much more than the mere use of names, logos, etc. It encapsulates the relationship the customer has with the organisation. Developing brand equity does not just happen. Its creation, maintenance and protection need to be actively managed. It involves strategic planning as well as tactical programmes and policies.

Good brand management and the development of appropriate brand strategies are the major challenges before the marketing professionals and brand owners.

This programme is designed to cut through the mystery shrouding branding. It will dwell on the latest thinking and best practices in the domain of marketing and help participants in the development of brand strategies for their organization for long-term corporate growth.

## Methodology

Conceptual models, case discussions, exercises, presentations, lectures and discussions will be the primary modes of learning.

## Expected Participants

Senior level Marketing Managers, General Managers, Product Managers, Group Product Managers, Brand Managers and Senior Advertising Professionals will immensely benefit from this programme. Senior managers of other functional areas would also find it relevant.

## Programme Contents

- u Branding Processes and Strategies
- u Building Brand Identity/Personality
- u Creating Your Brand Contract
- u Brand Architecture and Brand Systems
- u Managing Corporate Branding
- u Emerging Tools for Brand Building
- u Brand Building on the Internet
- u Brand Portfolio Management
- u Managing Brand Extensions and Brand Alliances
- u Brand Valuation Techniques and Brand Equity Models
- u Brand Culturalization

### Programme Director

Dr Sanjay Patro

### Fee (per participant)

Residential (Single Room)

Rs. 50,000/-

Non-Residential Rs. 40,000/-

Service Tax 12.24% extra

### Duration

4 days: July 23-26, 2007

(Monday-Thursday)

### Venue

XLRI Jamshedpur

# Strategic Management for Business Leadership

## Introduction and Objectives

Stability, growth, and higher profitability in an organization depend on its ability to determine its long-term goals, directions and performances by ensuring careful formulation, implementation, evaluation and continuous improvement of its corporate, business, and functional strategies.

As senior managers get into corporate decision-making and management functions, they need to enhance their capacity for strategic thinking required for effective corporate change and performance; to undertake result-oriented strategic planning and management processes; and to adequately relate the corporate responsibilities with their other reproductive roles. This programme is designed to strengthen the capacity of senior managers for top level organizational performance.

This programme develops the necessary concepts and skills required for a systematic and effective strategic management using an integrated approach starting from industry analysis. It also presents the latest concepts and methodologies for developing and implementing strategies that work. Drawing from relevant conceptual frameworks and real-life case studies, participants in the programme learn to integrate strategies with culture and structure of organization in a competitive environment.

## Methodology

The pedagogy will comprise lectures, case discussions, success stories, management games, and experience sharing sessions by participants. In small workshop, they familiarize themselves with the specific tasks and concepts that are key to ensuring the success of a strategy using examples drawn from an industry. The participants should relate them to their respective industries.

## Expected Participants

This programme is for senior-level managers who are now, or expect to be, involved with developing corporate, business, or functional strategies in their organizations. It is especially designed to meet the needs of firms who wish to upgrade skills and aptitudes of their senior managers for business leadership.

## Programme Contents

- u Strategic Management: An Overview
- u Industry Analysis and existing Business Models
- u Competitive Strategies
- u Strategy Implementation: Structure and Systems
- u Corporate Strategy and Diversification
- u Transformational Leadership in Organizations
- u Competitiveness and Globalization
- u Understanding & Managing Organizational Culture
- u Leading and Managing Change

### Programme Directors

Dr Sharad Sarin and  
Dr E S Srinivas

### Fee (per participant)

Non-Residential  
Rs.40,000/-  
Service Tax 12.24% extra

### Duration

3 days: August 3-5, 2007  
(Friday-Sunday)

### Venue

Bangalore

# Basic Managerial Counselling Skills

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## Introduction and Objectives

The basic purpose of counseling is to assist individuals to make their own decision from among the choices available to them for the purpose of enhancing their personal and performance effectiveness. Experience shows that an employee's performance problem is not confined to work related factors alone. It is also found to be intertwined with personal non-job factors. It is imperative therefore that executives focus on professionally helping the employees to solve not only their performance related problems but also their personal problems. As a significant others in organisations, executives are in the best position to spot and handle problems of the employees as and when they arise. He or she can use counseling as a behavioral supportive technique to provide relief for the employees from the stresses and strains of organisational life. Managerial counseling can help employees see personal as well as organisation related problems more objectively, face them with less anxiety and tension, and thus able to come to terms with some new insights for the betterment of self.

This programme is designed to help managers take on the role of counselor within the scope of their work and help others realise their own potential. The focus is on helping the participants understand the basics of what counseling is, counselling processes and what skills are required to make counseling practices effective. Further, simulation exercises is expected to help the participants gain the added benefit of –

- o *Gaining the respect of others through their understanding and helpful approach;*
- o *Becoming more aware and accepting of themselves;*
- o *Being more understanding and patient towards others;*
- o *Being better able to develop their own personal relationships to a deeper level; and*
- o *Being more proactive in resolving their personal issues.*

## Methodology

Besides, a few concept-based sessions, the methodology will include role plays, simulations, instrumented feedback and discussion.

## Expected Participants

The course is designed for middle and senior level executives, whose role demands working for the development of young and energetic employees as well as proteges who would require their mentors to be effective counselors themselves.

## Programme Contents

This programme will enable the participants to acquire the basic skills of counselling including

- u Introduction to basics of counseling and counselling processes;
- u Essential Skills for counseling
  - o Identification of stages of counseling: feelings and contents
  - o Empathy
  - o Listening and Responding
  - o Effective Feedback
- u Specific Processes and Techniques involved in different schools of counseling;
- u Identifying one's own strengths and weaknesses in rendering counseling service; and
- u Future plans for oneself

Programme Director

Dr I S F Irudayaraj

Fee (per participant)

Residential (Twin-Sharing)

Rs. 19,000/-

Non-Residential Rs. 15,000/-

Service Tax 12.24% extra

Duration

3 days: August 6-8, 2007

(Monday-Wednesday)

Venue

XLRI Jamshedpur

### Introduction and Objectives

In today's high competitive environment, the marketing professional has to be more effective for definite organisational success. The marketing manager must, therefore, continuously question, measure, and assess his own efforts. He has to do things right and also do the right things.

Effective marketing management must take advantage of market changes and technological innovations. Recent experiences obtained from organisations as well as extensive research suggest that marketing is a function that has to be understood in a large organisational and human perspective.

Designed for experienced managers who want to refine and expand their expertise, this course gives the concepts and techniques required for marketing performance. The down-to-earth treatment will offer an opportunity to re-examine your marketing strategies.

This results-oriented course addresses both the strategic and operative marketing issues. It will build on the knowledge and experience you already have and develop skills to understand customers and the marketing environment better.

### Methodology

The pedagogy will comprise of lectures, case discussions, success stories, and experience sharing by participants. Concepts will be explained using examples drawn from an industry (e.g. the consumer goods industry). The participants should relate them to their respective industries.

### Expected Participants

The programme is designed for middle level executives in the marketing department.

### Programme Contents

- u Recognising present and future marketing opportunities
- u Competitor and consumer analysis
- u Strategic fit of products and markets
- u How to successfully develop and implement marketing plans
- u Designing systems to collect relevant market information, marketing intelligence and conduct market research
- u Developing marketing policies for effective operations

Programme Director  
Dr Pingali Venugopal

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: August 6-10, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

# Data Analysis using SPSS for Marketing Research

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## Introduction and Objectives

Today's marketing environment is witnessed by increased complex problems and opportunities than ever before. Marketing managers need to make strategic decisions about various issues pertaining to the organization's marketing problems: segmentation, new product launch, pricing, competitor analysis, advertisement effectiveness, packaging options and so on. This program on Data Analysis in Marketing Research focuses on the objective ways of arriving at the accurate and useful information through the application of data analytical tools to assist strategic decision-making instead of relying on personal judgments which could be misleading and damaging. The program leans on nonmathematical approach and will mostly be dealt through the sophisticated latest SPSS software and aims at providing good understanding and hands-on experience of the application of appropriate data analysis tools (with special focus on multivariate analysis) that might be of use in their work area.

## Methodology

Lectures, demonstrations, interactive discussions, cases and hands-on training on the latest version of SPSS.

## Expected Participants

The program is designed for middle and senior level marketing managers, brand managers and market research executives.

## Programme Contents

- u Overview of major analytical tools
- u Factor Analysis (for determining core attributes in the customer perception measurement)
- u Cluster Analysis (for segmenting the customers)
- u Multiple Regression (for determining which product dimensions contribute more to customer satisfaction)
- u Discriminant Analysis/Logistic Regression (for assessing profile differences between loyal and non-loyal customers and to make predictions)
- u Correspondence Analysis /Multidimensional Scaling (for brand mapping)
- u Conjoint Analysis (for measuring customer preferences)

Programme Director  
Prof D Israel

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

Duration  
3 days: August 8-10, 2007  
(Wednesday-Friday)

Venue  
XLRI Jamshedpur

# Strategic Compensation and Reward Management

## Introduction

Post 1990's Compensation and Reward Management has drastically changed. It moved from back office administrative activity to a key management lever critical to organizational performance. A major development that has taken place post 1990's is "Human Capital Approach" to people. Effective human capital management requires a holistic compensation and reward strategy linking benefit programmes, work processes, management structure, information and knowledge and understanding role of these diverse components in execution of overall business strategy. A strategic approach to compensation and reward management can have a significant impact on both human capital decisions and overall business performance.

## Objective

- o To take a strategic perspective and address gap that develops between good compensation and reward philosophy and actual practice.
- o To provide a practical guideline to conceptualize ideas about what organizations should be doing about valuing and rewarding people.
- o To focus on broader business issues as direction which reward management must take in order to enable organizations to achieve in long term business goals.
- o To evolve innovative and integrative approach to compensation design as powerful strategic tool that fosters excellence and builds competitive advantage.

## Methodology

Programme Design suitably blends both new theory, concepts and practical features and draws heavily from organizational and business realities.

The Pedagogy consists of lectures, situational analysis, case studies and group exercises. Focus will be on providing step by step learning to make Balanced Score Card actionable. The experience of leading world and Indian Companies will also be presented and discussed as case studies.

## Expected Participants

Senior managers

## Programme Contents

- u Fundamentals of Compensation and Reward Management
- u Evolution and Developments - Concept, Approach and Processes
- u How does Indian Corporates look at Reward and Compensation - Current and Future Perspectives
- u How to Develop an Effective Reward Programme?
- u Crafting Reward Strategy to Stay Ahead in Fast Changing Scenario
- u Variable Pay Programmes - Pay for Result - Strategy and Process Mapping and Models
- u Building Equity, Differentials and Fairness in Compensation Plan - Making Structure Internally Equitable and Externally Aligned.

### Programme Directors

Dr D P Sinha and  
Dr L Gurunathan

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 40,000/-  
Non-Residential Rs. 30,000/-  
Service Tax 12.24% extra

### Duration

3 days: August 8-10, 2007  
(Wednesday-Friday)

### Venue

XLRI Jamshedpur

# Product Strategy and New Product Management

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*“There are only two important functions in Business: Marketing and Innovation; everything else is cost”*

- Peter Drucker

*“Where absolute superiority is not attainable, you must produce a relative one at the decisive point by making skillful use of what you have.”*

- Karl von Clauswitz

## Introduction and Objectives

Intense competition and a proliferation of products and brands have transformed the Indian marketplace. The competition today is not amongst what is produced in factories but what is offered to potential buyers. Today, we are witnessing a new marketing paradigm - not a “do-more” marketing. Proactive professional organizations rather than being dictated to by marketing forces are intelligently deploying each of their products to attain corporate objectives. When a company's products are robust and deliver a unique value proposition, it will make the organization equally robust and profitable.

The Product Manager's job is becoming increasingly complex and demanding. Increased competition, entry of global players, launching of new product categories, introduction of new variants in the existing categories and a huge change in the communicational approaches require a pivotal role to be played by the Product Managers in organizations.

This programme will focus on the key issues related to product policy, management of existing products, and management of brand systems. Practical approaches to the vital tasks of the successful creation of new products and the process of bringing them to market will be the main focus of the programme.

## Methodology

Conceptual discussions, case studies, lectures and exercises will be the primary vehicles of learning.

## Expected Participants

Senior and middle level Marketing Executives, Product and Group Product Managers, Category Managers, Senior Advertising Professionals and those involved in new product development will immensely benefit from this programme.

## Programme Contents

- u Corporate strategy and product policy
- u Product-line Management
- u Product platforms
- u Managing the product along its lifecycle
- u Effective New product management: Processes and Approaches
- u Idea generation and screening: Approaches
- u Concept development and testing
- u Planning for test marketing and launching
- u Characteristics of Winning Brands

### Programme Director

Dr Sanjay Patro

### Fee (per participant)

Residential (Twin-Sharing)

Rs. 28,000/-

Non-Residential Rs. 25,000/-

Service Tax 12.24% extra

### Duration

5 days: August 13-17, 2007

(Monday-Friday)

### Venue

XLRI Jamshedpur

# Organisational Development: Skills, Tools & Techniques

## Introduction and Objectives

The purpose of this programme is to learn to plan and implement change at the individual, group and organisational level using behavioural science knowledge and techniques. This programme is designed to help participants develop as potential change agents.

The basic objectives of the proposed course are:

- o to provide exposure to the OD Theories and Models*
- o to create an understanding of various OD Interventions*
- o to help participants understand how OD can be applied in practice*

After completing this course, participants should :

- o be able to understand the theory and practice relating to the processes of OD and change.*
- o develop insight and competence in diagnostic and intervention processes, skills and techniques for initiating and facilitating change in organisations.*

## Methodology

Pedagogy involves exercise and theme-based discussions, case discussions, lectures and experience sharing.

## Expected Participants

HR professionals and OD practitioners, who will be playing the role of internal consultants for their organisations.

## Programme Contents

- u OD: Basic concepts, values and models
- u OD interventions: An overview
- u Organisational assessment and diagnosis
- u Team and individual interventions: Theory and methods
- u Employee attitude surveys: Design, data analysis and feedback
- u The OD consultant: Role, skills and dilemmas
- u New perspectives and techniques in OD

### Programme Directors

Dr J Singh and  
Dr E S Srinavas

### Fee (per participant)

Non-Residential  
Rs. 23,000/-  
Service Tax 12.24% extra

### Duration

4 days: August 20-23, 2007  
(Monday-Thursday)

### Venue

Bangalore/  
Pune

## Introduction and Objectives

Much of the success of an organisation hinges on healthy industrial relations. An understanding of the numerous problems relating to employees and their organisation assumes great importance to a manager as an aid to managerial effectiveness. He is equally concerned with the contextual framework and environment which influence such a relationship. The subject derives an added relevance in the light of the current trends on the industrial relations scene in the country. The programme provides an in-depth analysis and discussion of various critical issues in the field of industrial relations and IR laws and aims at enhancing the capability of managers in establishing harmonious work place relationship so as to achieve organisational effectiveness.

## Methodology

The programme pedagogy consists of a mix of lectures, case analysis, group discussions and experiential learning exercises aimed at stimulating an interesting and participative learning experience. Theoretical input will be supplemented by practical insights from industry.

## Expected Participants

Senior and middle level executives in personnel management and industrial relations as well as in line functions in private and public sector organisations, dealing with or involved in IR functions.

## Programme Contents

- u Industrial Relations - concept and overview and its metamorphosis
- u Negotiation - issues, difficulties and outcomes
- u Grievance management
- u Labour legislations - implications and applications
  - o Industrial Disputes Act
  - o Industrial Employment (Standing Orders) Act
  - o Contract Labour (Regulation and Abolition) Act
- u Preventive and corrective discipline
- u Participative culture and employee commitment

Programme Director  
Dr Pranabesh Ray

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: August 20-24, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

### Introduction and Objectives

Today it's possible to buy almost anything electronically. But moving beyond paper clips is difficult. Direct (raw) materials and services can be multimillion-dollar deals, often negotiated over months. But e-Procurement's characteristic deliverables-better productivity, faster processing, greater visibility, and the elimination of maverick buying-can have a proportionately higher ROI when applied to direct-material sourcing. e-Procurement systems offer solutions for managing, streamlining and automating the entire procurement process. e-Procurement is expected to save as much as 30% of total procured price.

e-Procurement, is offering many opportunities and challenges to the organisations. This programme is designed to improve the participant's understanding of semantic and syntactic aspect of e-Procurement. Semantic aspect refers to the meaning of information and the way it might be used more effectively, whereas syntactic aspect concerns over issues such as standards and protocols, adoption risk and benefits from the system etc.

### Methodology

Classroom lectures, case discussions and analysis, presentations from participants and experience sharing.

### Expected Participants

Middle managers from private and public sector organisations.

### Programme Contents

This programme covers the entire gamut of issues involved in e-Procurement adoption and implementation.

The overall coverage of the programme will include.

- u Analysing e-Procurement models
- u Understanding the information economics
- u Ownership and development approach e-Markets:a technical perspective
- u Standards: from EDI to XML
- u Impact of e-Procurement on inter-organisational relationships
- u Generating operational and strategic value
- u Apportioning the value generated with business partners
- u Adoption and implementation risks
- u Electronic contracts and related legal issues

Programme Director  
Dr Ashis K Pani

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

Duration  
3 days: August 21-23, 2007  
(Tuesday-Thursday)

Venue  
XLRI Jamshedpur

# The Art and Science of Behavioral Interviewing

## Introduction and Objectives

Competency Based Selection techniques have been found to be the most valid among the existing selection tools. One of the most commonly used techniques among these is Competency Based Behavioral Interview. Competency-based approach human resource systems ensure that the people who get hired have the potential to succeed. It has been estimated that the wrong hire costs 1.5 times that person's annual salary. To a great extent, use of valid selection tools minimizes such costs.

It is, therefore, important that managers who are part of selection interviews are trained in Behavioural Interviewing Techniques.

## Methodology

You will learn through Lecturettes, Hands on Interview and Feedback process, Role Plays, Video Critiquing, etc.

## Expected Participants

The programme is aimed at Internal HR Staff and Line Managers involved in Interview Process. Please note that this programme is not meant for consultants.

## Programme Contents

The coverage of the programme will be as follows:

- u Introduction to Competencies
- u Premise of Behavioral Interviews
- u Different Types of Behavioral Interviews
- u Preparing for Behavioral Interview
- u Developing Questions for Behavioral Interviews **P r o b i n g** Techniques
- u Identifying Behavioral Codes
- u Identifying Competency From Behavioral Codes
- u Developing Rating Scale for Competency
- u Evaluating Competency

Participants will learn by

- u Developing Guidelines for Behavioral Interviews
- u Examining Evidence for Competency Observing and critiquing interview techniques
- u Conducting and Practicing Behavioral Interviews
- u Practicing Competency Evaluation based on Behavioral Evidence

Programme Director  
Dr R K Premarajan

Fee (per participant)  
Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

Duration  
2 days: August 23-24, 2007  
(Thursday-Friday)

Venue  
Bangalore

### Introduction and Objectives

The programme will introduce the participants to the fundamental building blocks and assumptions behind the Theory of Constraints (TOC). It will introduce and build on the concepts of introduced by the creator of TOC, Dr Eli Goldratt, in a series of books starting with "The Goal".

The application of TOC in the areas of Operations, Finance and Measurements, Distribution and Project Management will be explained. The Thinking tools used by TOC will also be covered.

Practical cases of TOC application in India and interaction with industry executives will be used to reinforce the concepts.

### Methodology

Lectures, Cases, Videos, Simulations and Games, Presentation by Industry professionals and Software

### Expected Participants

Senior and middle level executives

### Programme Contents

- u An overview of Theory of Constraints (TOC)
- u Thinking processes of TOC (Clouds, Current Reality Tree etc.)
- u TOC in Operations : Drum Buffer Rope, simplified DBR
- u TOC in Project Management : Critical Chain
- u TOC in Distribution : Replenishment model
- u TOC in Finance and Measurements
- u Case studies

Programme Director  
Prof Rajiv Misra

Fee (per participant)  
Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

Duration  
3 days: September 3-5, 2007  
(Monday-Wednesday)

Venue  
Mumbai

# Law Relating to Disciplinary Action, Domestic Enquiry, Dismissal & Discharge

## Introduction and Objectives

Employee discipline is a critical component of industrial management. Discipline is, in turn, affected by a range of organisational and individual factors. In order to sustain a disciplinary action, it is essential that employers should pay adequate attention to such aspects as documentation, foolproof action, and knowledge/adherence to the principles and procedure, mode of adducing evidence in the course of domestic enquiry, etc.

The law of discipline underwent a sea change between the case of Western India Automobile Association (1949-LLJ-245-F.C.) and the ECIL case (1994-I-LLJ-162-SC). The problems are further compounded by the insertion of Ss. 2A, 11A and 17B in the Industrial Disputes Act, 1947, not to speak of the rigour of S. 33. In this background, the need to appraise the current legal position with regard to disciplinary actions need not be over emphasised.

## Methodology

Lecture sessions will be supplemented by simulation exercises with the help of live cases of foolproof as well as defective disciplinary actions.

## Expected Participants

The programme is designed to cater to practising managers of all levels in Personnel and Industrial Relations Stream and the Law Officers of public and private sector undertakings in charge of disciplinary matters.

## Programme Contents

- u Nature, causes and consequences of indiscipline
- u Legal framework : standing orders and Industrial Disputes Law with focus on disciplinary actions
- u The nature, scope and implications of Ss. 2A, 10(1), 11A, 17B, 33(1) (b), 33(2) (b) and 33(3) of the Industrial Disputes Act, 1947
- u Role of the complainant - complaint and documentation - drafting techniques Role of the presenting officer - case presentation in the domestic enquiry - principles and practice
- u Adducing evidence - examination and cross-examination - rules of natural justice
- u Procedure to be followed while imposing punishment - problems of union interference
- u Costs and consequences - legal and IR - of a defective disciplinary action

Programme Director  
Dr E M Rao

Fee (per participant)  
Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

Duration  
3 days: September 3-5, 2007  
(Monday-Wednesday)

Venue  
Hyderabad

## Introduction and Objectives

A personal growth laboratory is a structure for a small group of participants to study their interactions towards meaningful discoveries about themselves. This experiential programme focuses an understanding of self and others and thus changes one's attitudes and behaviour patterns. These changes in attitudes and behaviour cause personal growth.

The objective of the programme is to enhance awareness and understanding of one's own behaviour, feelings and motives making use of techniques from Neuro-Linguistic Programming (NLP) and Enneagram. NLP enables you to build high quality relationships with the people around you and heightens your sensitivity to yourself and others so that you are aware of subtle shifts in behaviour and attitudes. A study of your enneagram type will enable you to deal with your emotions. It will develop your flexibility so that you have more choices and consequently more influence over situations in your life. It will develop your ability to tap your unconscious mind and draw on its superior power and potential.

## Methodology

A judicious mix of lectures, group interactions, meditation and exercises.

## Expected Participants

This programme is addressed to middle and senior managers in public and private sector companies who have responsibility to build up their organisations. This programme is not meant for consultants and trainers.

## Programme Contents

- u Personal growth through managing emotions
- u Self awareness with regard to emotions
- u Communication skills
- u Meditation techniques for stress management
- u Identifying leadership styles
- u Interpersonal skills

Programme Director  
Fr P T Joseph, S.J.

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: September 3-7, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

## Introduction and Objectives

A well conceived new business idea may not sell if not properly planned and communicated. A manager who goes to his/her superior with a new idea for expanding the business, or entering a new industry finds him/herself stumped with questions that he/she cannot answer. What is missing is the lack of a good plan for converting the idea to reality.

A business plan communicates the what, who, how and why of a business to the investors and key decision makers. What is the business that is planned, who is behind it, why should it work, and how to make it work is vividly described in the business plan. A business plan is usually written to investors, so as to secure financial capital. It can also be presented to superiors within an organisation. Basically, a business plan addresses the key decision makers and describes those points necessary in making a decision about whether to invest (or not) in the organisation or whether one should go ahead with the business (in case of a running business). The business plan can also help communicate to the various stakeholders the role played by them and what is expected of them.

## Methodology

The pedagogy for the programme shall be mostly case based, with lecture sessions wherever necessary. The participants shall be required to conceive a business idea which they will plan and present to the coordinators for evaluation.

## Expected Participants

This programme is for middle and senior level managers who are now, or expect to be, involved with developing corporate, business, or functional plans in their organisations. It is especially designed to meet the needs of firms who wish to upgrade skills and aptitudes of their middle and senior managers for business leadership.

It is presumed that the participants have a basic understanding of financial statements.

## Programme Contents

- u Before funding may be approved for a new business idea looking for seed capital you must submit a detailed business plan. A business plan has the following contents which shall be facilitated session-wise to the participants

### The Business Description

- o Describes the business, its nature, and briefly the people involved
- o Describes on how will the proposed new company be divided amongst its stakeholders
- o The estimated growth over the next five years

- u Industry analysis

- o Analysis of the industry structure
- o Deciding upon entry strategies and sustainable competitive strategies

- u Market plan

- o Analysis of the market segment
- o Choosing the target segment
- o Communicating to the market segment

- u Financial Plan

- o Sources of finance
- o Preparing pro-forma balance sheet
- o Preparing pro-forma income statement
- o Calculating the rate of return

- u Legal environment and contingency plan

- o The legal issues involved in starting a new business and in a running business
- o The “what if” plan, if the business does not progress as per estimates

- u Operation Plan

- o Logistics, and the complete supply chain of the business
- o Technology related issues

- u Organisation plan

- o Organisation design and structure
- o Organisation culture

- u HR plan

- o Deciding, building and imbibing shared values
- o Human resource policies
- o Rewarding strategies

- u How to write a business plan

- o Communicating the plan
- o Written and oral presentation of the plan

Programme Director  
Prof Munish Thakur

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: September 3-7, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

# Creating Value through Win-Win Negotiation

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## Introduction and Objectives

We live in an age of negotiating. Volumes of advice tell managers how to prepare and conduct negotiations. To negotiate well, you do not need to be tricky. Negotiation is not rocket science.

Skilled negotiators see more than just opening offers, counter offers and closing moves when they look at what happens at negotiation table. They see psychological and strategic currents below they surface.

Knowledge of these factors, other key variables and process dynamics other key variables and process dynamics help negotiations to structure their strategy and proposals and predict what the other party will do next.

The programme aims to provide key learnings on critical features of negotiations landscape and prepare you to make accurate moves with confidence. It provides a frame wok for effective action and develop advanced level skills to be a win-win negotiator.

## Methodology

Programme Methodology will be heavily based on experience of practicing managers and leading companies both domestic and international. Methodology thoughtfully blends key concepts, theories, best practices, with case studies, games, role-plays, situational analysis and group exercises.

## Expected Participants

Senior and middle level executives in Marketing, Finance, Operations and HR functions.

## Programme Contents

Contents cover a variety of topics both in breadth and as well as in depth:

- u Key Concepts, Definitions, Evaluation and Background
- u Approaches to Negotiation
- u Preparation, Strategies and Process Dynamics
- u Foundations and Key Variables in Negotiations
- u Negotiating Styles and Cross-Cultural Negotiations
- u Strategic Moves, Risk Analysis and Gambit in Negotiations
- u Case Studies

### Programme Directors

Prof D P Sinha and  
Dr Abhijit Gangopadhyay

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

### Duration

3 days: September 5-7, 2007  
(Wednesday-Friday)

### Venue

XLRI Jamshedpur

### Introduction and Objectives

Given the competitive milieu and consequent pressures for improved performance, organisations today are compelled to focus on enhancing the effectiveness of the human resource. Irrespective of the sector and size of the company, development of human resources is given primary place and importance for achieving excellence. It is generally believed, in the recent past, that it is not enough to merely focus on the development of human resources but HRD, as a process must be integrated with the business strategy of the company.

This programme aims at providing an overview of HRD. Specifically, the programme aims at helping the participants to :

- o Acquaint themselves with the basic and relevant concepts and techniques of HRD
- o Develop insight into relevant competencies for initiating and facilitating HRD interventions in their respective organisations
- o Sensitise them with the role and relevance of HRD in the context of emerging realities and concerns of progressive organisations

### Methodology

The programme is designed in the form of a workshop - discussions, exercises, and case presentations. As part of the learning process, some of the participants may be invited to make presentations of their experiences and concerns regarding HRD.

### Expected Participants

The programme is designed for middle level executives involved in designing and implementing HRD systems as well as for those executives who aspire and/or are groomed to become HRD Managers in their respective organisations.

### Programme Contents

- u Emerging issues and concerns in HRD
- u HR strategy and organisational change
- u Organisational assessment and diagnosis: skills and frameworks
- u HRD systems and techniques
- u Performance and potential appraisal
- u Competency approach to HRM
- u Training and development
- u Career planning and career development
- u Developing and sustaining HR culture in the organisation

Programme Director  
Dr I S F Isudayaraj

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

Duration  
4 days: September 10-13, 2007  
(Monday-Thursday)

Venue  
XLRI Jamshedpur

# Data Mining for Effective Decision Making

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## Introduction and Objectives

Data that has relevance for managerial decisions is accumulating at an incredible rate. Extracting information from this vast amount of data is no longer just a competitive advantage; it has become strategic necessity. Human analysts with no special tools can no longer make sense of enormous volumes of data that require processing in order to make effective business decisions. Data mining helps to extract knowledge from data. Data mining can be defined as the process of selection, exploration and modelling of large databases in order to discover models and patterns that are unknown a priori. This programme will survey applications and provide an opportunity for hands-on experimentation with algorithms for data mining using easy-to-use software and cases.

## Methodology

Conceptual models, case discussions, presentations and lectures will be primary mode of learning.

## Expected Participants

This programme is intended for senior and middle managers with responsibility for marketing, finance, e-commerce, customer relationship management, new business development, decision support systems. Data-intensive industries that can benefit most from data mining include telecommunications, insurance, financial services, direct marketing, retail, e-commerce, airlines and pharmaceuticals.

## Programme Contents

- u An overview of the latest data mining technologies
- u A strategic understanding of the business applications for data mining
- u Know how the data mining assists managers in recognising patterns and making intelligent use of massive amount of data collected from various sources.
- u Advanced data mining technique

Programme Director  
Dr Supriya Kumar De

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

Duration  
4 days: September 10-13, 2007  
(Monday-Thursday)

Venue  
XLRI Jamshedpur

# Emotional Intelligence for Managerial Effectiveness

## Introduction and Objectives

High Emotional Intelligence (EQ) leads to effective self management and effective relationship management, which in turn lead to high performance and personal success. Unlike IQ, EQ can be modified. This programme will enable participants to become aware of the role of emotions in their personal lives. Making use of the Enneagram typology, the programme will help participants to identify their leadership style based on emotional competencies. The participants will be able to identify their dominant leadership style from the following styles:

- o Strategic leadership
- o Transactional Leadership
- o Visionary leadership
- o Empowering Leadership
- o Moral Leadership
- o Servant Leadership
- o Entrepreneurial Leadership
- o Innovative Leadership

Having identified their dominant leadership style, they will be guided towards transformational leadership by modifying their emotional competencies. In order to achieve this transformation, NLP (Neuro-Linguistic Program) techniques will be used.

## Methodology

The programme will use a rich blend of group interactions, experience sharing, experiential exercises, instrument based feedback and lectures.

## Expected Participants

Middle and Senior Managers.

## Programme Contents

- u Creating an EQ map of the participant
- u Identification of the dominant leadership style
- u Impact of emotions on managerial competencies
- u Awareness of other people's leadership styles
- u NLP tools for conflict management
- u NLP tools for effective communication
- u Enhancing interpersonal relations
- u Meditation techniques for stress management
- u Effective coping mechanisms

Programme Director  
Fr P T Joseph, S.J.

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 35,000/-  
Non-Residential Rs. 28,000/-  
Service Tax 12.24% extra

Duration  
5 days: September 10-14, 2007  
(Monday-Friday)

Venue  
Bangalore

# Building and Nurturing Strong Brands

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*“Strong brands allow for greater shareholder and stakeholder returns.”*

*Top and middle management need to see brands as vehicles of growth, key to their customers loyalty and a pivot for designing the internal operations.*

## Introduction and Objectives

Brands drive business today and the ability to compete effectively in today's market requires a disciplined understanding of brand science. Strong brands embody a clear, valued and a sustainable point of differentiation. Brands constitute a large part of the intangible assets that companies own. With the companies beginning to recognise the balance sheet value of their brands, interest in using brands more effectively have grown. How can we really create and sustain strong brands? Successful marketers have realized that branding is much more than the mere use of names, logos, etc. It encapsulates the relationship the customer has with the organization. Developing brand equity does not just happen. Its creation, maintenance and protection need to be actively managed. It involves strategic planning as well as tactical programmes and policies. With mergers and acquisitions changing the dynamics of industry, top management attention is now rivetted on Brand Management.

Good brand management and the development of appropriate brand strategies are the major challenges before the marketing professionals and brand owners.

“Brands Drive Business Strategies”

This programme is designed to cut through the mystery shrouding branding. It would dwell on the latest thinking and best practices in the product and services sectors and help the participants in the development of brand strategies for long-term corporate growth.

## Methodology

Conceptual models, case discussions, exercises, presentations, lectures and discussions will be the primary modes of learning.

## Expected Participants

Senior and middle level Marketing Managers, General Managers, Product Managers, Group Product Managers, Brand Managers and Senior Advertising Professionals will immensely benefit from this programme. Senior Professionals of other functional areas would also find it relevant. Middle and Senior Managers from Services (IT, Telecom and other services), FMCG, Durables and Business to Business industries would greatly benefit from this programme.

## Programme Contents

- u Branding Processes and Strategies
- u Building Brand Identity/Personality
- u Creating Your Brand Contract
- u Brand Architecture and Brand Systems
- u Managing Corporate Branding
- u Emerging Tools for Brand Building
- u New out of box practices for building brands
- u Brand Building on the Internet
- u Brand Portfolio Management
- u Brand Culturalization
- u Managing Brand Extensions and Brand Alliances
- u Brand Equity Models and Brand Valuation Techniques

### Programme Director

Dr Sanjay Patro

### Fee (per participant)

Non-Residential  
Rs. 23,000/-  
Service Tax 12.24% extra

### Duration

4 days: September 12-15, 2007  
(Wednesday-Saturday)

### Venue

Hyderabad

### Introduction and Objectives

In turbulent times, leadership has a major role to play in leading business organizations. Leadership is a function of Emotional Intelligence (EQ). EQ leads to effective self management and effective relationship management, which in turn lead to high performance and personal success. Unlike IQ, EQ can be modified. This programme will enable the participants to identify their dominant leadership style from the following styles:

- o Strategic leadership
- o Transactional Leadership
- o Visionary leadership
- o Empowering Leadership
- o Moral Leadership
- o Servant Leadership
- o Entrepreneurial Leadership
- o Innovative Leadership

Having identified their dominant leadership style, they will be guided towards transformational leadership by modifying their emotional competencies. In order to achieve this transformation, NLP (Neuro-Linguistic Program) techniques will be used.

### Methodology

The programme will use a rich blend of group interactions, experience sharing, experiential exercises, instrument based feedback and lectures.

### Expected Participants

Senior and top management executives with independent responsibility for divisions or SBUs. As EQ plays a major role in family life, the participants may bring their spouses for the programme.

### Programme Contents

- u Creating an EQ map of the participant
- u Identification of the dominant leadership style of the participant
- u Awareness of other people's leadership styles
- u NLP tools for conflict management
- u NLP tools for effective communication Enhancing interpersonal relations

Programme Director  
Fr P T Joseph, S.J.

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 40,000/-  
Service Tax 12.24% extra

Duration  
3 days: September 17-19, 2007  
(Monday-Wednesday)

Venue  
Lonavla

## Introduction and Objectives

Financial Statement is the basic and formal means through which the management makes public communication of its financial health along with select quantitative details. Prior to taking any exposure, lenders need to analyse the financial statement to calculate the borrower's ability to repay in full and on time. In order to assess the true strengths and weaknesses of an enterprise, the analyst should have a clear understanding of the various accounting policies on the basis of which financial statements are prepared. Arriving at conclusions from financial statements in isolation can often be misleading; the true picture can only be obtained by reading them in conjunction with Accounting Standards so as to reduce subjectivity and enhance verifiability of numbers.

“Who knows it better than Enron? Before its disgraced collapse, who had thought that cooking-the-book could be perfected to such an extent that it no longer remained just that plain vanilla accounting. Instead it had taken the form of an art. Malicious executives fudged accounting numbers, fooled shareholders, markets, and perhaps everybody.”

In Indian context The Institute of Chartered Accountants of India (ICAI) had issued various Accounting Standards (AS) on a continuous basis to harmonise accounting practices in the country.

Taking stock of this situation, the captioned programme is designed to renew the knowledge and understanding of Practicing to align themselves better under the contemporary framework of Financial Reporting and to arrive Accountants, Analysts, Financial Managers and Lenders at the true picture of the financial health of an enterprise.

## Methodology

Conceptual discussions in the classroom will be supplemented by illustrative case on each of the topics given below.

## Expected Participants

This programme has been configured to cater to the needs and sharpen the skills of middle and senior level executives from Corporates, Banks and Financial Institutions and other organisations working in the areas of Accounting, Auditing, Financial Reporting, Taxation and Credit Analysts.

## Programme Contents

- u Changing perspectives of credit decisions
- u Contents of financial statement
- u Legal and disclosure requirements of financial statement
- u Analysis of accounting policies
- u Cash flow analysis
- u Effect of following accounting policies on financial statement:
  - o Inventory valuation
  - o Contingency and events occurring after the balance sheet date
  - o Prior period and extraordinary items
  - o Revenue recognition
  - o Depreciation policy
  - o Valuation of fixed assets
  - o Valuation of intangibles
  - o Borrowing cost
  - o Accounting for investments
  - o Leases
  - o Segmental reporting and Government grants
  - o Related party disclosures
  - o Taxes on income
  - o Discounting operations and impairment of assets
  - o Provisions, contingent liabilities and contingent assets
- u Analysis of consolidated financial statement
- u Forecasting financial statements
- u Analysis of interim financial reporting and other summary financial information

PS: Please bring calculator along with you

Programme Director  
Dr Gourav Vallabh

Fee (per participant)  
Non-Residential  
Rs. 23,000/-  
Service Tax 12.24% extra

Duration  
4 days: September 17-20, 2007  
(Monday-Thursday)

Venue  
New Delhi

## Introduction and Objectives

While doing any financial analysis, one must be very comfortable with doing highly numerically intensive calculations quickly and accurately. This is where spreadsheet models help a lot. Using the in-built features of excel, one can develop highly complicated models and do additional analysis like what-if analysis, simulation, sensitivity analysis, etc. The programme focuses exclusively on excel models that are useful in corporate finance. The participants are expected to be somewhat comfortable with the basic features of excel like opening, and closing the files, navigating in a work sheet, using simple cell formatting, etc. In the programme they will be exposed to the advanced features of excel. They will also see how these features can be creatively used to build advanced models in corporate finance.

## Methodology

The programme will be offered primarily through a mixture of lectures and practice sessions. Participants are required to bring their own laptop to the class.

By the end of the programme the participants will be better equipped to:

- o Understand the relevant functions in excel and their applications in corporate finance
- o Design spreadsheet models to do financial statements analysis
- o Design spreadsheet models to forecast financial statements
- o Design spreadsheet models for project appraisal and valuation of companies
- o Design a comprehensive financial statements model that integrates the balance sheet, profit & loss account, and the cash flow statements
- o Understand how macros are written to simplify calculations

## Expected Participants

Financial consultants, Security analysts and Corporate finance managers in charge of valuation and project appraisal

## Programme Contents

- u Basic and Advanced Features in Excel
- u Data Analysis using Excel
- u Financial Statement Models
  - o Budgeting
  - o Financial Statements Analysis Models
  - o Cash flow forecasting
  - o Project appraisal
  - o Valuation
- u Sensitivity analysis
- u Simulation
- u Life Cycle Financial Planning
- u Macros and VBA
  - o Writing and editing macros
  - o Subroutines and functions

PS: Please carry your Laptop along with you

Programme Director  
Dr Pitabas Mohanty

Fee (per participant)  
Non-Residential  
Rs. 28,000/-  
Service Tax 12.24% extra

Duration  
5 days: September 24-28, 2007  
(Monday-Friday)

Venue  
Mumbai

# Assessment Centre Approach to Competency Mapping

## Introduction and Objectives

As the availability of quality human resource is not keeping pace with the growing demand, mapping the employee competence and assisting them in competence building are becoming more and more critical. Organisations are spending considerable time as well as expertise to arrive at Competency Models-clusters of knowledge, skills, attitudes, motives, and values- required to turn out superior performance. This becomes the basis for decision about hiring, training, appraisal, promotion, and other human resources issues.

One of the most important issues faced by organisations is the dilemma of choosing the right kind of measurement tools for competency mapping. While there are different approaches to measuring competencies, a combination of Assessment Centre and Psychological Testing approaches seem to be yielding good results.

The Assessment Centre (AC) method involves the assessment of a number of individuals by a team of trained assessors using a variety of techniques including business games, in-basket, group discussions, presentation, and interview.

Development Centre (DC), a relatively new concept is a variation of AC and provides an experiential environment where the participants on their own determine their development needs as well as the development plan.

Assessment Centres and/or Development Centres can provide a comprehensive, standardised evaluation of behaviour based on multiple assessment techniques. They can contribute valuable information to a large number of functions that are carried out by any Human Resource Management (HRM) system in an organisation.

## Methodology

- o You will undergo the entire gamut of Assessment Centre Exercise
- o You will learn by defining competencies
- o You will learn by observing and classifying behavior
- o You will learn from lectures and discussions
- o You will get an opportunity to practice what you learnt.
- o You will learn by designing exercises and evaluating them
- o You will learn from cases                      You will learn by running a mini assessment centre

On the final day there will be a Comprehensive Test covering both practice and theory. Those who qualify in the test will be awarded a special certificate.

To facilitate this the participants will have to register for the programme at least a month in advance with full payment, so that the course material could be delivered to them for preparation.

## Expected Participants

Professionals involved in HR activities in corporate. Please note that this programme is not meant for professional consultants, trainers, etc.

## Programme Contents

- u Concept of competencies
- u Approaches to mapping competencies
- u Introduction to assessment centre
- u Observation skills and behaviour reporting
- u Nature and types of exercises
- u Designing exercises
- u Preparation of assessment report
- u Giving assessment feedback
- u Implementing an assessment centre

### Programme Director

Dr R K Premarajan

### Fee (per participant)

Non-Residential  
Rs. 28,000/-  
Service Tax 12.24% extra

### Duration

5 days: September 24-28, 2007  
(Monday-Friday)

### Venue

Mumbai

## Introduction and Objectives

In order to retain their leadership, or even survive, organisations must continuously adapt themselves to the turbulent changes in their respective environments. The inevitable consequence of failing to do so is institutional decline and death. A primary responsibility of leadership is to prepare organisations for continuous change. However, in order to fulfill this responsibility, leaders need to possess, or learn, an essential set of skills to manage the complex dynamics involved in organisational change.

The purpose of this programme is to help participants understand the dynamics of organisational change; reflect on their current leadership skills - and to learn the additional ones for effectively leading change initiatives in their organisations.

## Methodology

This programme will use a rich blend of experience sharing, experiential exercises; instrument based feedback, lectures, and case discussions.

## Expected Participants

Senior and top management executives with independent responsibility for divisions or SBUs.

## Programme Contents

- u Leading change in organisations
- u Understanding and managing resistance to change
- u Lessons from successful 'Change Masters'
- u Transformational leadership competencies and skills for the top management
- u Visionary and inspirational leadership

### Programme Directors

Dr E S Srinivas and  
Dr J Singh

### Fee (per participant)

Non-Residential  
Rs. 40,000/-  
Service Tax 12.24% extra

### Duration

3 days: September 26-28, 2007  
(Wednesday-Friday)

### Venue

Hyderabad

## Introduction and Objectives

Level of demand is one of the important factor affecting total revenue and profitability of a firm. Understanding of the determinants of demand for a product helps the managers in influencing the demand by adjusting price, advertisement and R&D expenditure and by pursuing other strategies.

Forecasting future demand accurately is one of the difficult areas, but it is indispensable. Firms need it for efficient planning of its' resources and determining the level of production, inventories, fixed investment and manpower requirement to obtain the desired level of profit. Accurate forecasting requires high quality data, application of the appropriate forecasting techniques, and interpretation of the available results.

This programme attempts to impart such knowledge and provide the experience with analytical and quantitative forecasting techniques that will prepare the participants to forecast the demand and relevant economic and business variables and comprehend the accuracy and reliability of the available forecasts.

The programme is designed to

- o Identify the factors that affect demand and business
- o Expose to the data types and identification problem
- o Equip with qualitative and quantitative forecasting techniques (with focus on non-econometric techniques)
- o Illustrate the forecasting techniques with the help of computer softwares
- o Enable the interpretation of results

## Methodology

The topics will be covered by lecture sessions, hands on practicals on the computer software with live case examples.

## Expected Participants

Senior level and middle level managers from public and private sector undertakings from any functional area.

## Programme Contents

- u Overview of demand and business analysis
  - o Significance of demand analysis and business forecasting
  - o Determinants of demand
  - o Elasticity of demand, revenue and profit of a firm
- u Estimation of demand and business
  - o Marketing research techniques
  - o Statistical estimation
- u Variable identification, time series and cross sectional data collection, specification of the model, estimation of parameters, interpretation of regression statistics
- u Forecasting demand and business
  - o Selecting a forecasting technique
  - o Qualitative forecasting techniques
  - o Regression methods
  - o Time Series analysis
- u Trend analysis, cyclical variations, seasonal effects, random fluctuations
- u Smoothing techniques, moving averages, exponential smoothing, Holt's and Winter's models, ARMA, ARIMA, SARIMA, X-12 ARIMA, GARCH and advanced techniques
  - o Vector smoothing methods
  - o Barometric techniques
- u Use of software packages for forecasting
- u Excel spreadsheet, US census X-12 ARIMA programme, SAS

### Programme Directors

Dr T A S Vijayaraghavan and  
Prof P C Padhan

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

### Duration

3 days: October 1-3, 2007  
(Monday-Wednesday)

### Venue

XLRI Jamshedpur

# Driving Corporate Performance: Aligning Systems & Strategy

## Introduction and Objectives

The programme aims to equip the participants with the knowledge and skills in Information Technology (IT) management. Participants of this programme will develop greater understanding of the issues pertaining to management of IT in the rapidly changing world. Participants will

- o Gain a broader understanding of IT in the context of the company, the industry, and the world;
- o Learn the skills and strategies necessary to build an effective and secure global information technology infrastructure for 21st-century business;
- o Explore cutting-edge IT strategies to position the company for future competitiveness

## Methodology

The methodology will comprise exercise, case discussions, lectures and experience sharing. The focus will be on development of skills and insights through experiential learning and lecture methods.

## Expected Participants

This programme is designed for all those who are involved in making decisions pertaining to management of information systems in organisations. It will be of value to anyone who wants to develop business understanding of returns from strategic, transaction and infrastructure IT investments. This programme is relevant to senior level business executives from private and public sector organisations.

## Programme Contents

- u Changing roles of the CEO and CIO - and their relationship
  - o IT management in the 21st-century;
  - o The information resource and the economics of the firm ;
  - o Outsourcing-the pressures and alternatives; and
  - o The “boundary less” organisation-and winners and losers in the network era.
- u Business transformation, computer operations, and internetworking
  - o Managing the internet worked organisation;
  - o Designing and improving computer operations;
  - o Securing IT infrastructures;
  - o Strategically managing enterprise systems’ initiatives; and
  - o Using IT to improve the lifetime value of customers.
- u The internet and the law
  - o Protection of intellectual property;
  - o Antitrust-impact on high-tech companies and implications for user companies; and
  - o Patents and copyrights in the network era.

Programme Director  
Dr Rajeev Sharma

Fee (per participant)  
Non-Residential  
Rs. 40,000/-  
Service Tax 12.24% extra

Duration  
3 days: October 4-6, 2007  
(Thursday-Saturday)

Venue  
Kodaikanal

## Introduction and Objectives

Sales managers are to plan, lead and control the selling activities of an organisation. Few, if any, jobs in an organisation are more important, because sales is the only activity that directly generates income, all other activities support this revenue-producing function. In short, the ultimate success or failure of any business depends on how well it can manage the sales function.

In this programme, we have tried to describe an environment for the selling process which is constantly changing, and to present the need for flexibility in sales management. The programme has been designed with sales executives' needs in mind.

The programme aims at providing marketing concepts for formulating effective sales management strategies.

## Methodology

The pedagogy will comprise lectures, case discussions, success stories, and experience sharing by participants. Concepts will be explained using examples drawn from an industry and the participants would be encouraged to relate them to their respective industries.

## Expected Participants

This programme is most suited to the sales executives at the middle level.

## Programme Contents

- u Identifying the sales strategy
- u Sales territory management
- u Sales compensation, motivation, and incentives
- u Sales force evaluation and control
- u Internet marketing
- u Demand forecasting
- u Receivable management
- u Information system for sales management

Programme Director  
Dr Pingali Venugopal

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: October 8-12, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

# Spreadsheet-Based Modeling for Marketing Decision-Making

## Introduction and Objectives

Real-life decision-making process in Business houses is really a complex phenomenon. But, with the advent of digital computers, this process very often utilizes a scientific platform which makes it simpler. In the area of Marketing management, while many view the decision-making as an art and some view it as a science, the new marketing increasingly looks like engineering (that is, combining art and science to solve specific problems). The programme will explain the participants how analytical tools can help them in enhancing their marketing decision-making in modern enterprises. Spreadsheetbased modeling using such tools will be used for such purpose.

## Methodology

Understanding and Applying Conceptual models using case discussions, lectures, lab classes and exercises will be the primary mode of learning.

## Expected Participants

The programme is designed for all those who are involved in marketing decision making process. The focus will be on development of skills for using models and software based on analytical techniques for various marketing decision-making situations. It is relevant to senior and middle level marketing professionals from private and public sector organizations.

## Programme Contents

- u Modeling as a way of organizing knowledge for decision-making
- u Marketing Engineering
- u Response Modeling
- u Segmentation & Targeting
- u Positioning Analysis
- u Strategic Marketing Decision-Making
- u New Product decisions
- u Advertising & Communication Decisions
- u Sales force Decisions
- u Distribution Decisions
- u Pricing & Sales Promotion Decisions

### Programme Directors

Prof B K Mangaraj and  
Prof Debasis Pradhan

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

### Duration

5 days: October 8-12, 2007  
(Monday-Friday)

### Venue

XLRI Jamshedpur

## Introduction and Objectives

This is a leadership course with a difference. Attend this action-packed, skills building course and become the topnotch executive you aim to be. Get a solid grounding in people management. Practise and enhance your communication skills. Learn what it really means to take charge of a situation. And become the leader you know you are! It will help you to :

- o Boost your own and your team's productivity,
- o Smooth out difficult problems with greater ease and diplomacy,
- o Get others to listen and take action on your ideas,
- o Open up lines of communication between you and your team... you and your superiors,
- o Combine tact and authority for positive results.

## Methodology

- o Practice, feedback and further experimentation will be the method of development.
- o Learn-by-doing techniques with special diagnostic tools, self-evaluation, and on-the-spot feedback.
- o Special in-class exercises let you develop your leadership abilities.
- o You will examine individual skills through role plays.

## Expected Participants

Middle level management and above of private and public sector organisations.

## Programme Contents

The overall coverage of the course will include

- u Personal expressiveness
- u Enhanced ability to inform, persuade, introduce
- u Goal setting skills
- u Increased actualisation of your potential
- u Problem-solving and decision-making skills
- u Systematic skill in finding causes of deviations and in choosing between alternatives
- u Leadership and conflict management skills
- u Enhanced use of time and human resources

### Programme Directors

Fr N Casmir Raj, S.J. and  
Dr J Singh

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

### Duration

5 days  
October 29-November 2, 2007  
(Monday-Friday)

### Venue

XLRI Jamshedpur

# Emerging Trends in Personnel Selection

## Introduction and Objectives

Organizations serious about obtaining profits through people will expend the effort needed to ensure that they select the right people. The organization need to be clear about what are the most critical skills and attributes needed in its applicant pool and these skills and attributes must be consistent with the particular job requirements and the organization's approach to its market. Organizations should screen primarily on important attributes that actually differentiate among those in applicant pool. In this context, this course is designed with the following objectives.

- o To understand the process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned
- o To understand the process of assessing knowledge, skills and abilities required to perform the job assigned
- o To understand the process of incorporating knowledge, skills and abilities that are required for job performance, in the selection measures and
- o To find out the trends in employee recruitment and selection

## Methodology

The programme pedagogy consists of mix of lectures, case studies, and hand on practice sessions.

## Expected Participants

The programme is meant for Junior and middle level managers working in HR departments.

## Programme Contents

- u Human resource planning
- u Recruitment practices
- u Employee selection devices
- u Employment Interview
- u New forms of recruitment and retention strategies
- u Issues relating to development of sourcing agencies and integrating with selection strategy
- u Contemporary practices in recruitment and selection

### Programme Directors

Dr M Srimannarayana and  
Dr Abhijit Gangopadhyay

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

### Duration

3 days: November 14-16, 2007  
(Wednesday-Friday)

### Venue

XLRI Jamshedpur

# Building Excellence with Human Capital

42

## Introduction and Objectives

“People are our greatest asset.” If these words ring hollow for you, you are not alone. But are companies really lying when they say that ‘human resources are their greatest asset?’ or are they merely indulging in some wishful thinking - asserting an ideal that could become a reality if given the proper tools?

Extensive work carried out with major organizations all over the world, indicates that “the problem is not that companies do not value their people, it is that they do not know how to”. They have not found a reliable way to appraise the worth of what they have and how to mobilize them to achieve new levels of Value Creation.

The programme has been designed with the above context in mind. It will provide an excellent opportunity to reinvent new ways to link people strategy and business results of your organization.

Businesses have been long struggling with the notion of ‘Human Capital’ and how is it different from ‘Human Resource: The programme aims to bring together the key knowledge beginning with the origin, evolution and frame work for quantification of value of human resources to the business. It will enable managers to identify human capital in the organization, measure, manage and leverage investment in people.

## Methodology

The programme will focus on huge economic and management literature to impart knowledge and learnings on the subject through a series of lecture with a variety of research findings, surveys and experiences of industry leaders both domestic and global. Dominant pedagogy will be case based discussions, group exercises and sharing industry and business experiences.

## Expected Participants

Senior executives and different functional areas covering HR, Marketing and Operations

## Programme Contents

- u The Context - Knowledge and Information age.
- u Human Capital- An Introduction, Key Concepts, Background, Evolution
- u Defining People Impact of Business Strategy
- u Identifying which Human Capital generates Wealth - Discovering and Mapping Human Capital
- u Align Human Capital programmes with Business Strategy
- u Evaluating Current Worth and Efficiency of Human Capital Functions.
- u Assessing Return on Investment in Human Capital.
- u Maximize value of Human Capital - The most valuable of all assets.

Programme Director  
Prof D P Sinha and  
Dr Uday Damodaran

Fee (per participant)  
Non-Residential  
Rs. 40,000/-  
Service Tax 12.24% extra

Duration  
3 days: November 14-16, 2007  
(Wednesday-Friday)

Venue  
Delhi

# Challenges of Internationalization: Risks and Strategies

*“Know your enemy and know yourself and you can fight a hundred battles without disaster.”*

Sun Tzu, ‘The Art of War’

## Introduction and Objectives

Consequent to liberalization and subsequent globalization, most sectors of the Indian economy are witnessing unprecedented growth. The economic, political and technological changes in the last decade and a half have made India a global hot spot for investments and setting up of manufacturing bases. On the one hand, the buoyant conditions have made India an attractive destination for doing business; on the other corporate India has acquired new confidence in their capabilities which is manifest in Indian companies expanding abroad and global going aggressively. There are many examples in this regard, perhaps the best known in recent times are the takeovers of Accellor and Corus by Mittal and Tata Steel respectively.

A realization has dawned in corporate India that to expand and prosper there is no option but to leave the cloistered environment of the domestic market and go international, therefore the list of Indian companies wanting to go abroad is on the increase. However, pursuing this strategy poses several challenges and risks because of new competitive geopolitical, governmental, economic and technological environment in which they have to operate. Understanding this new multifaceted environment is crucial for success. And successful organizations would be those which strike compatibility and balance between the new challenging environment abroad and their existing capabilities and resources.

The programme would be oriented towards understanding the challenges of internationalization that Indian businesses would face as they venture abroad in different parts of the world. This would involve risk assessments of the economic, political, technological and cultural factors to draw up appropriate winning strategies. Different nations or for that matter regions have different customer values, competitors’ position, different industry structures, different supplier relations and way the business is done. The analyses of the business environments help in gauging the risks and opportunities while internationalising. The focus would be on India’s primary competitor in Asia, China.

Strategies which had made a business successful at home are, many a time, redundant in the new environment. After assessing the environment, the participants would be better equipped to devise strategies for the internationalization of their businesses, tailoring the capabilities and resources of their organizations to meet the challenges that may lie ahead.

## Methodology

The program would be healthy mix of case analysis, lectures, exercises, games and informal discussions.

## Expected Participants

The program is meant for executives and owners of large and medium organization that are in the process of going international.

## Programme Contents

- u Assessing the Global Business Environment: The Analytics- Assessing Risks and Opportunities
- u Geopolitics, National Security and Business: India's Neighbourhood and Geopolitical Environment.
- u Globalization Re-examined: Nature and Extent of Global Integration in the 21st Century.
- u Sun Tzu and 'The Art of War': Applying Military Strategies to Business- Is there a Convergence?
- u Global Competition: India & China.
- u Managing Social and Cultural Differences and Challenges in International Business.
- u Global Sourcing: Dynamics in Global Commodity Chains.
- u Formulating Entry Strategies: Understanding Business Practices.
- u Strategy Implementation: Assessing Resources and Capabilities.
- u Organization Structures and Control.
- u Scenario Building: Tools to Plan Ahead.

### Programme Directors

Rear Admiral R Chopra (VSM) and  
Prof Munish Thakur

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

### Duration

3 days: November 14-16, 2007  
(Wednesday-Friday)

### Venue

XLRI Jamshedpur

### Introduction and Objectives

Senior executives in any organisation are expected to correlate their actions and decisions with the ultimate objective of contributing to the shareholders wealth. In other words, the outcome of their efforts should be construed as a value creator rather than a value destroyer in the near future. Hence, it is obvious that the entire process of management decision making can never be isolated from this primary goal.

Haven't there been occasions in your career when, you wanted to interact better with your colleagues in the finance department? Haven't there been instances when, you felt that you needed to understand their line of thinking? Don't you think that, you must become more comfortable and equipped to understand the financials in their correct perspective? Yes - you must have surely felt the need to understand financial and the bottom line implications of your decisions, not to mention the decisions taken by the top management of your organisation.

This programme is specially designed to provide assorted inputs in the areas of accounting, costing and financial management coupled with the underlying concepts and methodology ensuring a reasonable understanding of the crucial parameters in the financial decision making process. These inputs will provide a basis for creative executives to channelise their thinking in appropriate directions, besides, enhancing knowledge. The skills so acquired may be effectively utilised in their day to day work promoting the quality of business decisions.

### Methodology

You will learn the basic concepts and implications of finance through class room lectures, interactive discussions and case studies. Both conceptual and practical sides will be stressed.

### Expected Participants

Executives at all levels and from any functional area other than finance will greatly benefit from this programme. However, it may be noted that, professionally qualified accountants should not attend this programme.

### Programme Contents

- u Understanding financial statements
- u Interpreting financial statements
- u Creative accounting
- u Cash flow and fund flow analysis
- u Cost volume and profit analysis
- u Standard costing (concepts and application)
- u Budgetary controls
- u Activity based costing
- u Capital structuring decisions
- u Cost of capital and dividend policies
- u Corporate CAPEX decisions
- u Working capital management
- u Valuation of firms
- u Economic value added
- u Corporate restructuring

PS: Please bring your calculator along with you.

#### Programme Director

Prof Sabyasachi Sengupta

#### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

#### Duration

5 days: November 19-23, 2007  
(Monday-Friday)

#### Venue

XLRI Jamshedpur

# T eam Building and Conflict Management

45

## Introduction and Objectives

The success of managerial efforts largely depends on the executives' ability to develop and sustain the team spirit among the people under his/her care both as a team member as well as a team leader. The interpersonal skills for building and working in teams, and for managing conflicts, become essential prerequisites for managers as team leaders.

This programme is designed to help participants:

- o learn how to manage their own styles and orientations, while influencing others as leaders in their teams,
- o understand the dynamics of peoples' interaction within teams, and
- o develop skills for working with others and leading teams.

## Methodology

Besides a few concept-based sessions, the methodology will include simulations, instrumented feedback, and discussions.

## Expected Participants

The course is designed for middle and senior level executives, whose role demands working with and leading teams.

## Programme Contents

- u The overall coverage of the course will include:
- u Group dynamics and generating group synergy
- u Effective and ineffective groups
- u Interpersonal style and effectiveness
- u Managing relationships and conflicts in teams
- u Team leadership and building team culture

### Programme Director

Dr I S F Irudayaraj

### Fee (per participant)

Residential (Twin-Sharing)

Rs. 28,000/-

Non-Residential Rs. 25,000/-

Service Tax 12.24% extra

### Duration

5 days: November 19-23, 2007  
(Monday-Friday)

### Venue

XLRI Jamshedpur

# Decision Making under Stressful Situations

## Introduction and Objectives

Real life problems present situations which are multi-dimensional, often non-quantifiable and inter-related. These situations are further accentuated by presence of multiple stakeholders (and their coalitions) which either add to the dimensions or create stressful conditions for a decision maker.

Targeted towards participants who want to develop their problem-solving skills which may later be applied in any unstructured situation, this program oriented towards developing participants' decision making in a holistic way, stressing significantly on improving participants' skills in gathering, processing and presenting relevant data in support of their decisions. Stress will be on use of different decision frameworks which allows the participants to audit their decision making processes.

## Methodology

Case discussions, lectures and presentations

## Expected Participants

Middle level executives

## Programme Contents

### Day 1

Understanding decision making under stress

- o Situational dynamics: What contributes to stress?
- o Types of stressors.
- o Impact of different types of stressors.

### Day 2

Developing critical thinking under stress

- o Situational analysis: What constitutes a situational analysis?
- o Developing and evaluating options.
- o Contingency planning - ingredients of a contingency plan.
- o Tools to aid decision making.

### Day 3

Avoiding pitfalls in decision making

- o Developing skills for auditing decision making process.

Programme Director

Dr Soumendra N Bagchi

Fee (per participant)

Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

Duration

3 days: November 26-28, 2007  
(Monday-Wednesday)

Venue

Goa

## Introduction and Objectives

In the context of global competition, organisations are committing greater resources, in both time and money to training and development, so as to enable employees to continuously update and develop their competencies. Organisations are also more accurately monitoring the training and development costs and expecting results from them. In this background, this programme is designed to:

- o enable participants to understand the concepts and principles involved in developing result-based training programmes;
- o develop an understanding and skill in assessing training needs, designing and implementing suitable training programmes;
- o familiarise participants with the tools and techniques involved in the evaluation of training efforts.

## Methodology

Conceptual discussions, case discussions, exercises and experience sharing.

## Expected Participants

The programme is meant for the junior and middle level executives working in HR/Training departments.

## Programme Contents

- u Result-based approach to training
- u Needs assessment
- u Objective setting
- u Programme design
- u Delivering the programme
- u Training evaluation - levels and tools
- u ROI for training

Programme Director  
Dr M Srimannarayana

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

Duration  
4 days: November 26-29, 2007  
(Monday-Thursday)

Venue  
XLRI Jamshedpur

### Introduction and Objectives

A large proportion of projects incur time and cost overruns for various reasons. On many occasions multifold increase in gestation period and project cost causes massive organisational losses besides tarnishing the credibility of the project leaders.

While uncertainties are common in most project environments, risk analysis is rarely performed during the assessment of the viability of projects. After the selection of the projects, suitable techniques need to be used for successful completion of various stages of the projects.

This application-oriented programme will provide valuable tools for executing projects. The systematic approach towards project risk analysis and project management techniques will prepare project managers to enhance their skills in managing projects.

### Methodology

Lectures, case studies and class room exercises.

### Expected Participants

Senior and middle level executives from private and public sector organisations, who are involved in project selection, planning and implementation.

### Programme Contents

- u Introduction to project management
- u Project life cycle and methodologies (MSF, Prince 2)
- u Project processes: PMBOK (project management body of knowledge)
- u Project planning and scheduling: PERT/CPM
- u Resource levelling
- u Hands-on sessions on use of project management software (scheduling and resource levelling)
- u Project risk management models
- u Financial evaluation and appraisal of projects
- u Project cost: earned value management
- u Critical chain: a theory of constraint approach to project management
- u Project procurement
- u Industrial relations at project sites
- u Team dynamics in projects
- u Interactions with industry professionals
- u Case analysis and discussions

Programme Director  
Prof Rajiv Misra

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: November 26-30, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

# Transactional Analysis for Managerial Effectiveness

49

## Introduction and Objectives

The design of the programme is to help participants explore their inner strengths and feelings, communication styles and behaviour using the Transactional Analysis (TA) model. Besides providing a deep insight into the range of forces that underlie a manager's self-awareness and effectiveness, the programme aims at helping participants identify how knowledge of self could be canalised for effective management of interpersonal and professional relationships in the organisation.

## Methodology

The pedagogy of the programme will include major conceptual inputs, individual and group exercises and role plays for experiential learning and skill development.

## Expected Participants

Middle level executives of all areas.

## Programme Contents

- u Exploration of self
- u Understanding personality and functional implications
- u Intra and interpersonal communication: transactions, strokes, life positions
- u Concept of games and scripts
- u TA application in motivation, leadership, teamwork and counselling
- u Enhancing managerial effectiveness

Programme Director  
Dr I S F Irudayaraj

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

Duration  
3 days  
Nov. 29-Dec. 1, 2007  
(Thursday-Saturday)

Venue  
XLRI Jamshedpur

# Options, Futures and Swaps: Valuation and Pricing

## Introduction and Objectives

Financial derivatives- assets that derive their value from another underlying financial asset-are ubiquitous today. A few years back they were considered exotic. This changed perception itself is an indication of the important role that financial derivatives play in the economy today.

In this introductory course on derivatives the focus will be on understanding the design, pricing and usage of derivatives in general and futures, options and swaps in particular. We will also look at the characteristics of the markets in which these instruments trade and the nature of the players in the market.

## Methodology

Lectures, exercises and talks by industry practitioners.

## Expected Participants

Analysts, traders, fund managers from corporate treasuries, banks, funds, brokerage houses. No prior familiarity with the subject is assumed.

## Programme Contents

- u Forwards, NDFs, FX Swaps, FRAs
- u Futures: Basis Risk, Cross Hedging, Cost of Carry Models
- u Index Futures
- u Interest Rate Futures, Swaps
- u Option Pricing: Put-Call Parity, Binomial Option Pricing, Black-Scholes
- u Monte Carlo Simulation, Option Greeks

Programme Director  
Dr Uday Damodaran

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: December 3-7, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

## Introduction and Objectives

The rapid growth in industrialisation, scarcity of resources, rising costs and increasing competition have necessitated professionalisation in managing manufacturing functions. There has also been a concurrent growth in the tools and techniques for solving manufacturing management problems. It is, therefore, essential that our managers should be familiar with these tools and techniques in order to face the challenges in the field of manufacturing management.

The Programme is designed

- o To develop the skill required for systematic and effective manufacturing management
- o To expose the participants to the latest tools and techniques used for improved decision-making in manufacturing management, and
- o To acquaint them with other functional areas which are relevant for carrying out the manufacturing management activities effectively.

## Methodology

Lectures, case studies, experience sharing sessions with top level managers, class room exercises, simulation games.

## Expected Participants

Senior and middle level executives from private and public sector organisations.

## Programme Contents

- u Overview and a discussion of international manufacturing practices
- u Quantitative tools for manufacturing decisions
- u Location strategy and facilities layout and decisions
- u Forecasting and aggregate planning
- u Inventory management, Materials requirements planning (MRP), Manufacturing resources planning (MRP II) and Enterprise resource planning (ERP)
- u Logistics and supply chain management
- u Total quality management (TQM) and reliability centered maintenance
- u Introduction to lean and agile manufacturing
- u Information based manufacturing
- u Project management with PERT/CPM

Programme Director  
Dr Sanjay Kumar

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: December 3-7, 2007  
(Monday-Friday)

Venue  
XLRI Jamshedpur

## Introduction and Objectives

Technology plays and increasingly will play a vital role in improving or maintaining the competitive position of organisations. Not only organisations must be able to competently manage the technology they possess but also make decisions regarding technology such as what types of technology to acquire, whether to develop them internally or obtain from elsewhere,- and all these have to be made in the context of globalisation, time-compression and convergence of technologies with the attendant uncertainties.

This programme clarifies the issues that arise in this strategically important area of business management and provides guidance on how to manage effectively technology and innovation

## Methodology

Lecture and cases.

## Expected Participants

Senior level managers

## Programme Contents

- u Firm as a value chain
- u Industries as competitive domain
- u Forms of technological change
  - o Value creation and competitive advantage
  - o Technology, innovation and strategy: a general management perspective
- u Designing and implementing a technology strategy
- u Developing the firm's innovative capabilities
  - o Creating and implementing a development strategy

Programme Director  
Dr Trishit Bandyopadhyay

Fee (per participant)  
Non-Residential  
Rs. 30,000/-  
Service Tax 12.24% extra

Duration  
2 days: December 5-6, 2007  
(Wednesday-Thursday)

Venue  
Kolkata

# Designing Career Development Systems

53

## Introduction and Objectives

Radical changes in the work environment have considerably challenged the HR practitioners in terms of their preparedness in help readying the employees meet with the corresponding requirements in skill and competency levels.

While the onus of Career Planning is slowly but definitely shifting to the individual employee, to gain and maintain a competitive advantage it becomes imperative for organizations, to evolve and strengthen suitable Career Development systems that help them retain and develop their quality workforce, that give their star performers a perspective to identify with, that help unfold the different orientations of the new careerists - other than just climbing the corporate ladder - for a better employee organization fit.

The programme on Designing Career Development Systems highlights the importance of Career Development Practices in a changing environment in the context of systems that connect such development with other HR initiatives and practices. It describes the characteristics of the new careerists with different career orientations and suggests ways to manage them effectively by minimizing the discrepancy between what they want and what the organization wants. On completion of the programme, the participants should be able to:

- o appreciate the importance of career strategies in a rapidly changing environment
- o develop an awareness of various Career Orientations and strategies of Individual Career Planning
- o develop an understanding of designing appropriate systems of Organizational Career Development

## Methodology

Pedagogy involves case and exercise based discussions, lectures and experience sharing.

## Expected Participants

HR Staff involved in Career Development Interventions. Please note that this programme is not meant for consultants or professional trainers.

## Programme Contents

- u Career and Careerists in a changing environment
- u Identifying Career Orientation
- u Prerequisite for developing a need based Career Development Systems
- u Selecting appropriate Career Development Interventions
- u Building on existing Human Resource Practices
- u Vertical and Lateral Career Mobility
- u High Potential Acceleration and Succession Planning
- u Mentoring and Coaching
- u Can Career Development and Business Strategy be linked?

Programme Director  
Dr R K Premarajan

Fee (per participant)  
Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

Duration  
3 days: December 10-12, 2007  
(Monday-Wednesday)

Venue  
Bangalore

## Introduction and Objectives

Performance management is a strategic and integrated approach to delivering sustained success to organisations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.

As a manager one of our most important responsibility to our organisation is to manage performance well. We need to manage not only our performance but also the performance of the many individuals we supervise and develop over the years. Our ability to manage performance effectively will contribute to our organisation's success and will positively affect the people who work in our organisations. This programme aims to equip the participants with understanding and skills so that they can motivate the employees to contribute their best to the organisation.

## Methodology

The pedagogy will comprise lectures, case analysis and role-plays. The focus will be on the development of knowledge and skills through experiential learning and experience sharing.

## Expected Participants

Middle and senior level executives of all managerial functions from private and public sector organisations.

## Programme Contents

- u Understanding performance management
- u Performance and development planning
- u Interim coaching and progress reviews
- u Performance appraisal and development
  - o Performance appraisal: objectives, dilemmas and issues
  - o Appraisal methods
  - o Common errors and biases in rating employees
  - o Performance feedback and counseling
- u Training for achieving the organisational objectives

### Programme Director

Dr Pranabesh Ray

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

### Duration

5 days: December 10-14, 2007  
(Monday-Friday)

### Venue

XLRI Jamshedpur

# Human Resource Management for Line Managers

55

## Introduction and Objectives

In a fast changing business environment, managing human resources is becoming more and more critical in almost all sectors of the economy. In the current context, organisational effectiveness is being weighed in the twin scales of value addition to shareholders and customer satisfaction. These objectives cannot obviously be realized without the collaborative involvement of human resources in our business endeavours. Improvements in productivity, quality, service-orientation and innovation are dependent on the extent to which human resources are mobilized, enriched and motivated. Mergers, acquisitions and divestitures and the consequent integration of service conditions coupled with downsizing pose formidable problems to corporations in terms of enlisting the support of employees. This programme aims at providing useful inputs to Line Executives on some of these critical aspects.

## Methodology

The programme pedagogy consists of a mix of lectures, case analysis, group discussions and experiential learning exercises aimed at stimulating an interesting and participative learning experience. Theoretical input will be supplemented by practical insights from industry.

## Expected Participants

Middle and upper-middle level line executives other than those from Personnel, IR and HR disciplines.

## Programme Contents

- u The criticality of HRM in the current context
- u Manpower planning, recruitment and selection
- u Performance, career and succession management
- u Managing and coping with the trauma associated with mergers and acquisitions
- u Technological change, training, development and redeployment problems
- u Retention and motivation strategies
- u Empowerment and teamworking
- u Redundancy and downsizing.

### Programme Directors

Dr M Srimannarayana and  
Dr Abhijit Gangopadhyay

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

### Duration

5 days: December 10-14, 2007  
(Monday-Friday)

### Venue

XLRI Jamshedpur

## Introduction and Objectives

The rapid growth of information technology (IT) has had an impact in every sector of organisational operation. Information systems have evolved to become the core of many organisations' competitive strategies. The human resource information systems (HRIS) capitalise on the synergy between the two precious assets, human resources and IT. Now, specialists and generalists in the area of human resources are required to develop and improve their information system competencies in order to add strategic value to the organisation. This programme is designed to improve the participant's understanding of the technology and tools, the people who work with it, and its role in organisational performance.

## Methodology

Conceptual models, case discussion, presentations and lectures will be the primary modes of learning.

## Expected Participants

The main focus of the programme is on the emerging technologies of HRIS, its implementation and related issues. This programme is designed for senior and middle level managers associated with human resource management and IT professionals dealing with HRIS.

For better organisational effectiveness, we recommend the participation of one executive from IT and one from HR department.

## Programme Contents

This programme explores the strategic role of HRIS in the effective management of the organisation. The overall coverage of the course will include

- u Strategic human resources intervention
- u Computer based information systems/management information systems
- u Evaluating, selecting and planning an appropriate human resources information system
- u HRIS expectations, productivity and cost-benefit analysis
- u Tools for HRIS development
- u Re-engineering human resources for HRIS
- u Enterprise resource planning systems
- u The human resources processes of SAP HR
- u Emerging trends in HRIS: networking, internet, intranet,
- u Technology implications, etc.
- u Internet recruiting, privacy, security and employee self-service

### Programme Director

Dr Ashis K Pani

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

### Duration

4 days: December 11-14, 2007  
(Tuesday-Friday)

### Venue

XLRI Jamshedpur

# US GAAP and International Financial Reporting Standards (IFRS)

57

## Introduction and Objectives

Corporate Disclosures are essential for good governance. They enhance accountability and also help to appreciate valuation of the company in the capital market. Till recently the track record of Indian Companies as regards disclosures in financial statements was not satisfactory. However, we have seen a number of significant initiatives by Regulators and The Institute of Chartered Accountants of India (ICAI) in improving the quality of Disclosure Practices.

On the other hand in recent time more and more Indian Corporates are looking to raise funds from offshore capital markets. This has necessitated the Indian Companies to follow the Generally Accepted Accounting Principles (GAAP) of the country of the investing community. One good news is that the International Accounting Standard Board and the Financial Accounting Standard Board, the two major players in this domain, have agreed to collaborate and the International Organisation of Security Commissions, a club of capital market regulators, is actively encouraging and monitoring these efforts.

The Institute of Chartered Accountants of India (ICAI) has also decided to bridge the gap between Indian and International Standards. Over the last couple of years, it has issued a large number of Accounting Standards. This will change the face of corporate financial reporting and disclosure practices in India. In a way, India is passing through transition as regards corporate financial reporting and disclosure practices. Accounting practices relating to new Accounting Standards are evolving in India. Taking stock of this situation, the captioned programme is designed:

- o To understand Indian Accounting Standards
- o To understand the relevance of US GAAP to Indian Corporate Sector
- o To compare International Financial Reporting Standards (IFRS's) and US GAAP corresponding to Indian Accounting Standards
- o To enable to translate financial statements as per Indian Accounting Standards to that as per US GAAP
- o To analyse Corporate Disclosure Practices in the context of corporate governance

## Methodology

Lecture Method, supplemented with live case study, and Interactive Learning with Practitioners.

## Expected Participants

Middle and senior level executives from Corporates, Banks and Financial Institutions and other organisations working in the areas of Accounting, Auditing, Financial Reporting and Taxation. The programme develops understanding and interpretations of various accounting standards of US, IFRS's and India. This will help the Participants to implement the accounting standards in the respective organisations.

## Programme Contents

- u Changing perspective of accounting standards
- u Discussion on rule based V/s principle based accounting policy
- u Legal and disclosure requirements of financial statements as per US GAAP
- u Discussion on US GAAP
  - o Revenue recognition
  - o Accounting changes and error corrections
  - o Accounting for fixed assets
  - o Business combinations and consolidations
  - o Impairments of assets
  - o Deferred taxes
  - o Accounting for derivatives
  - o Leases
  - o Accounting for intangibles
  - o Accounting for retirement benefit plans
- u Understanding IFRS
- u Comparative analysis of Indian AS with US GAAP and IFRS
- u Translation of financial statement and its impact
- u Corporate governance and disclosure practices

PS: Please bring your Laptop/calculator along with you.

### Programme Director

Dr Gourav Vallabh

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

### Duration

3 days: December 17-19, 2007  
(Monday-Wednesday)

### Venue

XLRI Jamshedpur

# Human Resources & Firm Performance: Role of HR as a Strategic Business Partner

## Introduction and Objectives

This programme will help emphasise the link between human resource activities and the company's bottom-line, through a discussion of the key links between human resource systems and the rest of the organisation. As organisations continue to strive to identify ways to utilise their human resources at optimal levels, the need to link human resource strategy to the business strategy has become more urgent. Interventions such as HR Scorecard and High Performance Work Systems (HPWS) have been successfully implemented by numerous organisations with immense success, but these interventions require that every employee is made aware of his/her strategic role in the organisation and be enabled to perform the role. After attending this course, you should:

- o understand the strategic link between HR Systems and the organisation's bottom-line*
- o acquire skills and tools necessary to help your organisation implement high performance work systems (HPWS),*
- o become familiar with designing and implementing the HR Scorecard in organisations, and*
- o be able to understand the theory and practice relating to measurement in HR and OD*

## Methodology

Pedagogy involves lectures, discussions, cases, exercises, and experience sharing by practitioners.

## Expected Participants

Middle level HR Professionals.

## Programme Contents

- u Human Resource Strategy and Systems
- u High Performance Work Systems (HPWS)
- u Assessment and Measurement in HR
- u Building HR Scorecard: HR and the Bottom-line
- u Creating Workforce Scorecard
- u Strategic Role of HR
- u Organisational Culture and HR
- u HR Roles and Competencies
- u OD as Data Driven Approach to Change

### Programme Directors

Dr E S Srinivas and  
Dr Arup Varma

### Fee (per participant)

Non-Residential  
Rs. 28,000/-  
Service Tax 12.24% extra

### Duration

5 days: December 18-22, 2007  
(Tuesday-Saturday)

### Venue

Hyderabad

# Human Resource Management for Service Sector

59

## Introduction and Objectives

Service industry is characterised by inseparability of personal-service-provided and the human agency-providing-the-service. This is further accompanied by intangible nature of quality-of-service. Therefore organisations in service sector have a higher need to align HR practices to customer relationship management practices so as to ensure requisite quality of service to the customer. The HR practices and policies are further significantly impacted by variations in customer-employee interactions, along with the customer segment targeted by the organisation, and the strategy adopted.

Based predominantly on case study pedagogy, this course is structured so as to offer the participants an opportunity to

- o *understand and appreciate the differences in employment practices in service industry vis-a-vis manufacturing*
- o *understand the linkages between employee management practices and customer relationship management*
- o *understand the importance of employee empowerment and organisational support to tackle service failures and ensure customer recovery and*
- o *engage in a variety of unstructured situations to understand, and develop their skills in applying HRM concepts to different types of service oriented organisations through the use of cases.*

## Methodology

The programme pedagogy is oriented towards the use of cases, group discussions for case analyses and group presentations aimed at participative learning experience.

## Expected Participants

This course is targeted towards middle level general managers who are currently managing either service functions within their respective organisations or service-based organisations.

## Programme Contents

- u Designing a performance management system for service based organisation
- u Similarities and differences in nature of work for the frontline workers and the back-end support services - impact on HR practices.
- u Employee attrition and role of employee career paths
- u Flexible working practices - implications for HR
- u Training and empowerment for customer satisfaction - “Is the customer always right?”
  - o Managing the customer - employee interaction
  - o Employee empowerment and customer satisfaction
  - o Service failure and customer recovery-the role of communication and training

Programme Director

Dr Soumendra N Bagchi

Fee (per participant)

Non-Residential

Rs. 19,000/-

Service Tax 12.24% extra

Duration

3 days: December 20-22, 2007  
(Thursday-Saturday)

Venue

Mumbai

## Introduction and Objectives

Investing in bonds can be as exciting as investing in equities; investing in bonds can be rewarding too. The analysis of bond investments, with a far lesser number of factors to focus on than equity investments, is in a sense a much more neatly analytical process than the analysis of equity investments. Investing in bonds has its fair share of risks and over the years a number of strategies have been devised to meet the needs of varied investors.

In this programme the attempt is to make the participants understand and appreciate the richness of theory and practice that underlies this huge market.

## Methodology

Lectures, exercises and talks by industry practitioners

## Expected Participants

Analysts, dealers, fund managers from corporate treasuries, banks, funds, brokerage houses. No prior understanding of the subject is assumed.

## Programme Contents

- u Bond Markets: Conventions, Indices, Yield Measure
- u Spot and Forward Rates, Trading Strategies
- u Yield Curve Analysis
- u Bond Risks: PVBP, Duration, Convexity, Key Rate Exposure
- u Interest Rate Futures, Swaps
- u Passive Bond Strategies
- u Active Bond Strategies
- u Credit Risk Analysis

Programme Director  
Dr Uday Damodaran

Fee (per participant)  
Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

Duration  
3 days: January 21-23, 2008  
(Monday-Wednesday)

Venue  
Mumbai

## Introduction and Objectives

Organisations in India continue to set up their training and development centers with good number of trainers to deliver the training programmes which are incorporated in their training calendars. The need for skilled trainers continues to grow. Acquiring new knowledge and skills is critical to trainers for their job success.

The objectives of this programme are:

- o To understand and manage the learning environment and participants*
- o To understand different adult learning styles*
- o To provide inputs on training delivery methods that suits to the programme content*
- o To enhance the presentation skills*

## Methodology

The programme pedagogy consists of mix of lectures, case studies, and hand on practice sessions, audiovisual recording and playback analysis.

## Expected Participants

This programme is intended the novice trainers who took the role of delivering training programmes in their respective organisations or those needing a refresher to improve their classroom techniques and methods to transfer learning to work situations. Please note that this is not meant for the training managers who manage training function in their respective organisations.

## Programme Contents

- u Novice Trainers: The Problems and Solutions
- u Adult Learning processes and Styles
- u Delivery Methods and Techniques
- u Effective Presentation Skills

### Programme Directors

Fr A C Jesurajan, S.J. and  
Dr M Srimannarayana

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

### Duration

4 days: January 21-24, 2008  
(Monday-Thursday)

### Venue

XLRI Jamshedpur

# Creativity, Problem-Solving and Decision-Making

## Introduction and Objectives

A responsible manager's life is beset with myriad problems ranging in extent from purely technical to purely humane. To steer an organisation through trouble, a manager must be creative. What he requires is an orderly approach and an application of rational thought processes. These approaches have been combined to generate methods of problem analysis and techniques of decision making that have proven to be of immense practical use.

This programme is intended to be an exposure to those methods of problem analysis and decision-making that will enable the executive to meet the challenges of his metier. You will learn to anticipate a potential problem, to identify the causes of a problem accurately and whenever possible to eradicate them without causing ripples in other sectors of the organisation. You will become a rational decision-maker.

## Methodology

Techniques of instruction will include lectures, discussions, exercises, video cassettes to help you learn specific techniques and adapt tools and concepts directly to your job.

## Expected Participants

Senior and middle level executives in all functional areas of management in industry and services.

## Programme Contents

- u Creativity techniques
- u Creativity in finance
- u Creativity in marketing
- u Problem solving
- u Group dynamics
- u A shop floor game
- u Probabilistic decision-making
- u Decision support systems

Programme Director  
Dr T Gangopadhyay

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: January 21-25, 2008  
(Monday-Friday)

Venue  
XLRI Jamshedpur

# Stock Based Compensation: A Primer for HR Managers

63

## Introduction and Objectives

To introduce HR managers to stock based compensation, with a focus on helping them design compensation packages with equity components. The program will introduce the participants to stocks, stock options, and take them to the advantages and the caveats in using equity in compensation.

## Methodology

Though the initial portions require lecture sessions, the latter part of the program is best understood by putting the manager in a decision making position. Thus the program will be a mix of lectures (passive learning) and cases (active learning).

## Expected Participants

HR managers, who have not been exposed to the concepts behind equity based compensation and are interested in seeking inputs regarding the various forms of equity based compensation.

## Program contents

- u Introduction to stocks and derivatives
- u valuing stock options
- u understanding incentive systems focused on organizational performance
- u Why use stocks in a compensation package
- u Understanding the various forms of equity based compensation viz. options, restricted stock etc.
- u A short introduction to other organizational performance parameters that can be used in lieu of stocks

Programme Director  
Dr L Gurnathan

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

Duration  
3 days: January 28-30, 2008  
(Monday-Wednesday)

Venue  
XLRI Jamshedpur

## Introduction and Objectives

A grievance is any dissatisfaction, whether expressed or implied, whether valid or not, arising out of anything connected with the industrial establishment that an employee thinks, believes or even feels to be unfair, unjust or inequitable. Grievances are serious matters and must always be dealt with immediately. If supervisors and managers ignore grievances, it may lead to the employees feeling their views are not relevant. This has a direct impact on issues such as employees' morale, work performance and general attitude.

Essentially therefore, a grievance is a state of feeling of a workman/employee that he is not getting a fair deal from his employers. It may be related to the non-fulfillment of a contract (e.g. non payment of overtime; a non-negotiated workload; a denial of leave; withholding of a promotion) or dissatisfaction with the existing system (working conditions, remuneration, hours of work, facilities) or it may be the expression of a protest against what an employee feels is an act of injustice (i.e. rejection of an appeal against punishment, action taken, treatment given, decision made).

The programme aims at helping the participants to:

- o *promote an understanding of the concept of a grievance and of discipline in an industry and policies and practices in vogue for grievance handling and managing discipline and of the law relating to disciplinary action; develop skills for effective grievance resolution and disciplinary action.*

## Methodology

Lectures, case studies, group exercise and question-answer sessions.

## Expected Participants

The course is designed to cater to the needs of middle and senior level personnel in industrial relations, line managers and managers in the corporate legal cell in charge of personnel, IR matters, in both public and private sector undertakings.

## Programme Contents

- u Concept & importance of grievances in human resource management and industrial relations; grievances and employee motivation, morale and productivity
- u Grievance handling systems and procedures; organisational prerequisites for effective grievance redressal
- u Requisite skills for grievance resolution and grievance arbitration
- u Concept of discipline and disciplinary action
- u Legal issues connected with domestic enquiry, discharge and dismissal, retrenchment, layoff, closure, strike, settlement, reference
- u Collective bargaining and the law
- u Grievance and compensation
- u Contract labour: problem & prospects

### Programme Directors

Dr E M Rao and  
Dr P K Padhi

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

### Duration

4 days: January 28-31, 2008  
(Monday-Thursday)

### Venue

XLRI Jamshedpur

## Introduction and Objectives

With the integration of global markets, changing demand patterns, varying customer buying behaviour and the emergence of new distribution channels and the advent of e-commerce, the role of the logistics function is constantly under change and pressure.

Logistics is now a reality with its functions managed in an integrated manner to ensure the survival of a company in an ever increasing competitive environment. With achieving greater efficiencies in production, marketing and finance, a greater awareness has to be given to the timely and cost effective manner in which a company's goods are moved and stored. Aided by computers, logistics system designs and management have become a positive force in the achievement of company goals.

## Methodology

Lectures, case studies, group exercises, computer exercises and experience sharing sessions.

## Expected Participants

Senior and middle level executives from private and public sector organisations.

## Programme Contents

- u Logistics and supply chain management - introduction and framework
- u Logistics functions
- u Assessing and understanding of logistics costs
- u Transportation decisions in logistics
  - o Economics of transportation
  - o Modal choice and intermodal options
  - o Distribution networks
  - o Routing and scheduling
- u Warehousing decisions
  - o Storage and transit risks
  - o Locational and design considerations
- u Inventory control in logistics management and just-in-time concepts
- u Material requirement planning (MRP) and enterprise resources planning (ERP)
- u Third party logistics - opportunities and issues
- u Legal aspects in logistics
- u Contracting and outsourcing
- u Computer simulated logistics management games
- u Developing teams in logistics function
- u e-Business and logistics management

Programme Director  
Dr T A S Vijayaraghavan

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days  
January 28-February 1, 2008  
(Monday-Friday)

Venue  
XLRI Jamshedpur

## Introduction and Objectives

This is a leadership course with a difference. Attend this action-packed, skills building course and become the topnotch executive you aim to be. Get a solid grounding in people management. Practise and enhance your communication skills. Learn what it really means to take charge of a situation. And become the leader you know you are! It will help you to:

- o *Boost your own and your team's productivity,*
- o *Smooth out difficult problems with greater ease and diplomacy,*
- o *Get others to listen and take action on your ideas,*
- o *Open up lines of communication between you and your team... you and your superiors,*
- o *Combine tact and authority for positive results*

## Methodology

- o Practice, feedback and further experimentation will be the method of development.
- o Learn-by-doing techniques with special diagnostic tools, self-evaluation, and on-the-spot feedback.
- o Special in-class exercises let you develop your leadership abilities.
- o You will examine individual skills through role plays.

## Expected Participants

Middle level management and above of private and public sector organisations.

## Programme Contents

The overall coverage of the course will include

- u Personal expressiveness
- u Enhanced ability to inform, persuade, introduce
- u Goal setting skills
- u Increased actualisation of your potential
- u Problem-solving and decision-making skills
- u Systematic skill in finding causes of deviations and in choosing between alternatives
- u Leadership and conflict management skills
- u Enhanced use of time and human resources

### Programme Directors

Fr N Casimir Raj, S.J. and  
Dr J Singh

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

### Duration

5 days: February 4-8, 2008  
(Monday-Friday)

### Venue

XLRI Jamshedpur

# Transforming Quality into Order Winner

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## Introduction and Objectives

Indian companies are looking for new ways and sharpening traditional ways to compete more effectively in response to ever increasing competition, changing customer expectation that measure superior quality in terms of superior value, and continuing pressure in profit margins. Although the tools and techniques of quality improvement provide a strong basis for problem solving and analysing processes, they often lack the means to prioritise quality efforts to meet strategic challenges or communicate the need for change. Blending the strategic imperatives for cost management and profitability, on the one hand, with the requirements of the customer on the other is difficult. The requirements of the business and the customer appear to be in conflict. However, to be successful, companies must come to the realisation that both the customer and the business must be heard and represented in the day to day quality process. Even with a solid quality foundation in place, many companies possess little or no experience in aligning the quality process with the strategic challenges. Managing the link between quality and contribution provides an approach for achieving these.

This programme explains the framework and methodology of such an approach. It is designed to develop the skills and concepts necessary to focus on quality improvement tools and techniques on increasing customer satisfaction and profitability by targeting the high payback opportunities for quality improvement initiatives.

## Methodology

Lecture and cases.

## Expected Participants

Middle level managers.

## Programme Contents

- u Quality as a competitive weapon
- u Strategic quality planning
- u Framework for quality - contribution linkage
- u Cost of poor quality assessment
- u Cost driver analysis
- u Project selection, measurement, and reporting

### Programme Director

Dr Trishit Bandyopadhyay

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

### Duration

3 days: February 5-7, 2008  
(Tuesday-Thursday)

### Venue

XLRI Jamshedpur

### Introduction and Objectives

As HR professionals respond to the challenge of taking a more strategic perspective regarding their role in the organisation, measurement issues in HR are assuming a more critical role. It has become imperative to show HR's contribution to the firm's performance consistently. This programme addresses the question of how HR practitioners can measure their contribution to the firm's growth.

The course specifically aims to achieve the following objectives:

- o To appreciate the importance of bottom-line focus to the Human Resource function and the trend toward HR accountability
- o To develop a thorough understanding of the principles of good measurement
- o To understand the various measurement approaches and techniques with a special focus on RoI
- o To appreciate the use of HR Scorecard as an integrative tool

### Methodology

The pedagogy involves experiential learning, case based discussion, experience sharing, and lectures.

### Expected Participants

Professionals involved in HR activities in corporate. Please note that this programme is not meant for consultants, trainers, etc.

### Programme Contents

- u The need for measuring HR
- u Framework for HR Evaluation
- u The types and levels of measurement of HR
- u Setting Standards for Measurement
- u Specific Measures (Measures for Staffing, Employee effectiveness, Work/life balance, etc.)
- u Measuring the return on investment (RoI) of HR practices
- u Designing and using surveys for measuring HR
- u Developing and implementing HR scorecard

#### Programme Director

Dr R K Premarajan

#### Fee (per participant)

Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

#### Duration

3 days: February 6-8, 2008  
(Wednesday-Friday)

#### Venue

Bangalore

# Psychometric Testing for HR Professionals

## Introduction and Objectives

Organisations are spending considerable time as well as expertise to arrive at Competency Models - clusters of knowledge, skills, attitudes, motives, and values- required to turn out superior performance. This becomes the basis for decision about hiring, training, appraisal, promotion, and other human resources issues. And in the past decade, thousands of organisations throughout the world have joined the quest for competencies.

Many organisations are faced with the dilemma of choosing the right kind of measurement tools for competency mapping. Although tools like Assessment Centres are valid instruments, they are too costly as well as impractical to be used for large scale requirements.

While Psychological Testing may not be able to completely replace other tools/practices of Competency Mapping, experiences of hundreds of organisations point towards its wide acceptance. With the growing emphasis on Competency Based Human Resource Management the Psychological Testing has become a vital tool in the task of minimising risk on all sides in recruitment and in career management decisions. There is a veritable battery of psychometric tests on the market that, the designers claim, provide insights into the mind that can sort the sheep from the goats. But which psychological test or tests should be used, in which circumstances, and why?

This five-day programme will take you through the host of issues involved in Psychological Testing and help find answers to many of them too!

The key objective of the workshop is to familiarise the participants with:

- o *the concept of Psychometric Testing*
- o *the use of Psychometric Tests in Mapping Competencies*
- o *some of the widely used Tests/Instruments*

## Methodology

Self-assessment, experience sharing and lecturettes

## Expected Participants

Managers and executives from Personnel and HR functions and others involved in Personnel Decision-Making. Please note that this programme is not meant for professional consultants, trainers, etc.

## Programme Contents

The workshop will provide an exposure to the participants to:

- u The conceptual understandings of psychometric testing
- u Various Tests to assess different facets of competencies ranging from aptitudes, interests, personality, etc. (This will include Big Five, 16 PF, Wonderlic Personnel Test, Watson Glazier, GMA, SDS, Projective Tests, etc.)
- u The benefits of using Psychological Tests
- u Criteria for choosing tests
- u The pitfalls and limitations of Psychological tests and overcoming them
- u The experience of organisations using Psychometric Tests
- u Experience of the providers of Psychometric Tools
- u Principles of test design

Please note : Participants will have to acquire these tests from the respective publishers for their organisational use. The programme will expose them to these instruments for training purpose only.

### Programme Directors

Dr R K Premarajan and  
Dr P Venugopal

### Fee (per participant)

Non-Residential  
Rs. 28,000/-  
Service Tax 12.24% extra

### Duration

5 days: February 19-23, 2008  
(Tuesday-Saturday)

### Venue

Mumbai

*“Nothing is more difficult than the art of manoeuvre. What is difficult about manoeuvre is to make the devious route the most direct and to turn misfortune to advantage.”* Sun Tzu, “The Art of War”

## Introduction and Objectives

The economic focus across the globe especially in India is witnessing a gradual shift from large entities in the manufacturing sector to the Small and Medium Enterprises (SME). An analysis of the CMIE database indicates that almost 80% of the industry turnover of the organized sector comes from SME.

Whilst languishing for some time, the SME sector is now at the crossroad of three major developments; the increasing role of scientific and professional knowledge in business, the rise of the economy fuelled by the increasing demand, and changes and adaptation in the organization of professional work in individual enterprises and the economy at large. Despite differences, all SME firms share a common set of problems: the sources of competitive advantage are technology-related, the competitive environment is partly regulated and partly capital driven, the workforce may not be highly educated but would have a professional orientation. It therefore demands a very different style of management.

Understanding the competitive context, keeping in view that SME businesses are different from large businesses in terms of resources and capabilities, will improve strategic decision making skills. Current and emerging managerial problems of SME business firms such as strategy formulation, organizing, leading the fragmented workforce, international market entry to sustain competitiveness, and legal implications shall be the main themes facilitating development of such skills. Discussion on strategic aspects like creating and sustaining competitive advantage, strategic positioning and repositioning, and diversification shall also help in developing a better orientation to handle contemporary strategic issues.

## Methodology

The pedagogy will comprise lectures, case discussions and experience sharing sessions by participants. Participants will have an opportunity to work in groups to familiarize themselves with the specific tasks and concepts that are keys to ensuring the success of a strategy using examples drawn from industry.

## Expected Participants

This programme is for middle and senior level owner-managers/entrepreneurs who are involved with developing corporate, business, or functional strategies in SME business organizations. It is especially designed to meet the needs of enterprises in the process of developing skills of owner-managers/entrepreneurs for achieving competitive advantages in the SME Sector.

## Programme Contents

- u Strategic Management: an overview
- u Uniqueness of SMEs
- u Applicability of existing business models
- u Generic strategies for SMEs
- u Profitability drivers for SMEs
- u Positioning and strategic focus
- u Diversification of businesses- an option
- u Competing through alliances. Formulating strategies for the SME sector to go international.
- u Leveraging technology for competitive advantage. Legal issues related to SME.
- u HR issues in the small and medium sector
- u Designing business organizations for SMEs.

### Programme Directors

Rear Admiral R Chopra (VSM) and  
Prof D P Sinha

### Fee (per participant)

Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs.15,000/-  
Service Tax 12.24% extra

### Duration

3 days: February 21-23, 2008  
(Thursday-Saturday)

### Venue

XLRI Jamshedpur

# Essence of Labour Law for HR/Personnel Managers

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## Introduction

Much of the success of an organisation hinges on healthy industrial relations. An understanding of the numerous problems relating to employees and their organisation assumes importance to a manager as an aid to managerial effectiveness. The legal framework, within which organisations operate, determines to a larger extent the tools and techniques employed by the parties with special reference to the rights, duties, obligations and liabilities, conferred or imposed on them. The subject derives an added importance in the light of current trends in the industrial relations scene in the country. The programme covers the key labour legislation with emphasis on practice.

## Methodology

Lecture sessions will be supplemented by live cases in all the areas referred to in the programme contents, for an in-depth discussion, followed by question-answer sessions with focus on problem-solving.

## Expected Participants

The emphasis of this programme is more on the advanced aspects of industrial law and its practice, than on its fundamental aspects. Hence it is ideally designed to cater to the middle and senior level personnel/industrial relations managers with 3-4 years post-qualification experience as well as managers (corporate legal cell) in-charge of personnel/IR matters, in public and private sector undertakings. Please do not nominate non-professionals.

## Programme Contents

- u Labour legislation: Welfare-IR-wages and social security: an overview
- u Welfare legislation
- u Industrial relations law
- u Wages, bonus, gratuity, PF and ESI
- u Rationalisation, deionising, VRS and contract labour act - issues and problems
- u Discipline and disciplinary procedure
- u Collective bargaining vs. IR legislation - an interface

### Programme Director

Dr E M Rao

### Fee (per participant)

Residential (Twin-Sharing)

Rs. 23,000/-

Non-Residential Rs. 20,000/-

Service Tax 12.24% extra

### Duration

4 days: February 25-28, 2008

(Monday-Thursday)

### Venue

XLRI Jamshedpur

### Introduction and Objectives

Senior executives in any organisation are expected to correlate their actions and decisions with the ultimate objective of contributing to the shareholders wealth. In other words, the outcome of their efforts should be construed as a value creator rather than a value destroyer in the near future. Hence, it is obvious that the entire process of management decision making can never be isolated from this primary goal.

Haven't there been occasions in your career when, you wanted to interact better with your colleagues in the finance department? Haven't there been instances when, you felt that you needed to understand their line of thinking? Don't you think that, you must become more comfortable and equipped to understand the financials in their correct perspective? Yes - you must have surely felt the need to understand financial and the bottom line implications of your decisions, not to mention the decisions taken by the top management of your organisation.

This programme is specially designed to provide assorted inputs in the areas of accounting, costing and financial management coupled with the underlying concepts and methodology ensuring a reasonable understanding of the crucial parameters in the financial decision making process. These inputs will provide a basis for creative executives to channelise their thinking in appropriate directions, besides, enhancing knowledge. The skills so acquired may be effectively utilised in their day to day work promoting the quality of business decisions.

### Methodology

You will learn the basic concepts and implications of finance through class room lectures, interactive discussions and case studies. Both conceptual and practical sides will be stressed.

### Expected Participants

Executives at all levels and from any functional area other than finance will greatly benefit from this programme. However, it may be noted that, professionally qualified accountants should not attend this programme.

### Programme Contents

- u Understanding financial statements
- u Interpreting financial statements
- u Creative accounting
- u Cash flow and fund flow analysis
- u Cost volume and profit analysis
- u Standard costing (concepts and application)
- u Budgetary controls
- u Activity based costing
- u Capital structuring decisions
- u Cost of capital and dividend policies
- u Corporate CAPEX decisions
- u Working capital management
- u Valuation of firms
- u Economic value added
- u Corporate restructuring

PS: Please bring calculator along with you.

#### Programme Director

Prof Sabyasachi Sengupta

#### Fee (per participant)

Residential (Twin-Sharing)  
Rs.28,000/-  
Non-Residential Rs.25,000/-  
Service Tax 12.24% extra

#### Duration

5 days: February 25-29, 2008  
(Monday-Friday)

#### Venue

XLRI Jamshedpur

# Work Life Balance for Executive Well Being and Effectiveness

## Introduction and Objectives

Work life balance has emerged as a crucial issue to both organizations and individuals. While the organizational policies and interventions are designed to take care of work life balance issues of their employees, it is increasingly realized that there is an urgent need to develop skills and knowledge of executives to enhance their resources to achieve balance in their life roles. Executive derailment and midlife crisis have become common issues for efficient and hard working executives. Over the years, the long-standing assumption that work and family are distinct spheres of life has been severely challenged. Recent research highlighted the role of individual skills and perspectives as an important resource for work family enrichment and facilitation. Emerging fields like positive psychology provide many useful insights in facing these dilemmas in daily life of managers. The objectives of the programme are to help participants understand work life balance issues, develop skills and resources for enhancing their psychological well being, thereby making their life as executives more effective and meaningful.

## Methodology

Pedagogy involves exercise and theme-based discussions, lectures and experience sharing. Participants will be encouraged to examine their assumptions about life roles for greater clarity and useful action planning.

## Expected Participants

The programme is meant for senior and middle level executives who have already achieved a fair measure of success in their career, and are looking for new perspectives and skills for balancing their life for continued success and well being.

## Programme Contents

- u Work Life Balance: Issues and Perspectives
- u Life Planning: Balancing Roles and Goals
- u Work Family Conflict and Enrichment Emotional Intelligence for Work Life Balance
- u Psychological Capital Resources for Work Family Enrichment
- u Flow and Psychological Well Being

Programme Director  
Dr E S Srinivas

Fee (per participant)  
Non-Residential  
Rs. 19,000/-  
Service Tax 12.24% extra

Duration  
3 days: February 26-28, 2008  
(Tuesday-Thursday)

Venue  
Bangalore

# Financial Analysis, Planning and Control

## Introduction and Objectives

As per the Companies Act 1956 (as amended over the years), the published financial information of companies, namely the Annual Report is not viewed as a mere inventory but, it is supposed to be a pictorial representation of the operating and financial results of the concerned company, which is essentially appreciated not by ignorant people, but by persons who are reasonably well placed to understand commercial expressions and commercial conditions. Published accounts would prove to be mines of valuable information supplying knowledge of the company's financial position in greater detail than is likely to be available from any other source.

In view of the above, it may be commented that the financial data and information contained in the published accounts of the company coupled with the supporting and additional financial data generated internally within and organisation may be effectively utilised for planning, control and decision making purposes provided the managers are adequately equipped with the related tools and techniques of financial analysis.

This programme is specially designed to provide assorted inputs in the areas of financial analysis, planning and controls essentially stressing on the practicalities and application parameters ensuring a reasonable understanding and appreciation of the crucial and vital components in the financial decision making process. These inputs will provide a basis for creative finance executives (or executives from other functional areas who are expected to utilise the financial data and information for decision making purposes) to channelize their thinking process in appropriate directions, besides enhancing knowledge. The skills so acquired may be effectively utilised in their day-to-day work improving the quality of business decisions.

## Methodology

The participants would learn the concepts and implications of financial analysis, planning and controls through an appropriate mix of classroom lectures, interactive discussions, case studies, class exercises and take home assignments. Both conceptual and practical sides would be stressed upon throughout the duration of the programme.

## Expected Participants

Executives at all levels who belong to the functional area of accounting and finance from any organisation would greatly benefit from this programme. However, it may be noted that, executives belonging to other functional areas may also benefit from the said programme provided they possess the basic knowledge of accounting, costing & financial management tools and techniques and their job structure requires them to understand and utilise financial data for planning and decision making purposes.

## Programme Contents

- u Utilising costing data and information for decision making purposes.
- u Financial analysis (clarifying the fundamentals).
- u Financial analysis (the advanced techniques and concepts).
- u A re-look at cash flows.
- u Utilising cash flow and fund flow statements as essential planning and control devices.
- u Budgetary controls and activity based costing as an essential reporting and control device.
- u The utility of standard costing tools and techniques for planning, reporting and controls.
- u Strategic cost and management accounting practices (decision making, planning and control).
- u Various audit controls and their implications thereof.
- u Creative accounting practices and implications thereon.
- u Assorted inputs on financial management.
- u Receivables management (decision making parameters).
- u Cash management (decision making parameters).
- u Economic value added (reporting and interpretation).
- u Cases, examples and comprehensive assignments.

PS: Please bring calculator along with you.

Programme Director  
Dr Sabyasachi Sengupta

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 28,000/-  
Non-Residential Rs. 25,000/-  
Service Tax 12.24% extra

Duration  
5 days: March 10-14, 2008  
(Monday-Friday)

Venue  
XLRI Jamshedpur

## Introduction and Objectives

Retail industry in India is on the threshold of rapid growth. The Global Retail Development Index placed India on the top slot. India is one of the economies where Walmart has decided to enter that Walmart has entered only 10 countries makes India a part of the very select few. The Indian consumer is also becoming receptive to new formats and demanding more merchandise on the shelf. The India Retail Report 2007 presented by IRF in January'07 projects a 37% growth in organized retail in 2007 and even a rosier 42% in 2008 from a base amount of \$12.4 bil (Rs 55,000 cr) in calendar 2006 (4.6% of total retail at \$270 bil). By all of 2010 organized retail in India will be all of \$45 bil (Rs 2 lakh cr) and generating employment for 2.5 million Indians with another 10 million in supporting activities says the report. To tap this growth opportunity, Indian retail organizations need to be prepared for a quick scale up across dimensions of people, processes and technology in addition to identifying the right formats and value propositions for the Indian consumer.

- o To gain a thorough understanding of retailing concepts and describe the key elements in a retail strategy.
- o Familiarize participants with the decisions involved in developing a sustainable competitive advantage in retailing and the concepts and principles for making those decisions
- o Enhance critical thinking skills, as well as business related communication skills

## Methodology

Interactive sessions using case discussions and experience sharing, seminars by successful practitioners and conceptual inputs will be primary vehicles for learning.

## Expected Participants

The programme is designed for junior and middle level executives in the retailing industry, executives dealing with the retailers and entrepreneurs entering this area.

## Programme Contents

- u Retail Scenario in India and Outside India- Opportunities and Challenges
- u Retail Strategy and types
- u Merchandising, category Management
- u The customer: Buying behaviour
- u Location
- u Supply Chain, distribution
- u Positioning
- u Role of Technology
- u Retail Communications Mix
- u Rural opportunities
- u Legal aspects

Programme Director  
Prof Smitu Malhotra

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 19,000/-  
Non-Residential Rs. 15,000/-  
Service Tax 12.24% extra

Duration  
3 days: March 24-26, 2008  
(Monday-Wednesday)

Venue  
XLRI Jamshedpur

# Beyond Coping: Thriving under Stress in the Workplace

## Introduction and Objectives

Stress has been spoken of as the plague of the 21st century. More and more executives - from all levels of organizational hierarchy - today report increased competitive pressures, greater volume of work and ever-increasing performance targets. The attendant consequences of work-life balance being thrown off-balance and an increased sense of inadequacy at personal and professional levels eventually lead to burnout for many.

This program aims at providing you with the tools and skills necessary to deal with all these issues. Taking a holistic perspective to deal with stress the program will enable you to:

- o Understand the mechanics of stress and its impact.*
- o Appreciate the wider context in which stress builds up.*
- o Recognize the various levels to approach and counteract stress drivers.*
- o Learn the various tools and skills to not only cope with stress but take stress in your stride to thrive in the workplace.*

## Methodology

The program shall utilize a rich and healthy mix of interactive lecture sessions, research instrument based feedback, experiential exercises, role-plays and Learn-by-doing techniques to help the participants imbibe the message.

## Expected Participants

Middle level management and above of private and public sector organizations.

## Programme Contents

The overall coverage of the course will include:

- u** Understanding Stress
- u** Goal-setting skills to set SMART goals
- u** The emotional element in managing stress
- u** Influencing and persuasion skills development
- u** Dealing with organizational toxicity
- u** Skillful time management
- u** Life management and personal change tactics
- u** De-stressing Tools for Mind, Body, and Spirit Fitness
- u** Yoga: The Science of Holistic Living
- u** Pranayama and Meditation for self-actualization

Programme Director  
Prof Manish Singhal

Fee (per participant)  
Residential (Twin-Sharing)  
Rs. 23,000/-  
Non-Residential Rs. 20,000/-  
Service Tax 12.24% extra

Duration  
4 days: March 24-27, 2008  
(Monday-Thursday)

Venue  
XLRI Jamshedpur