

# General Management Programme

November 2016 - June 2017

(A 23 days intensive programme spread over 8 months delivered in Dubai)  
(Last Date to submit your application is October 15, 2016)



Executive Education  
Indian Institute of Management, Ahmedabad

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## Introduction

Indian Institute of Management, Ahmedabad (IIMA) is India's best Management School ([www.iimahd.ernet.in](http://www.iimahd.ernet.in)). General Management Programme (GMP) is one of the flagship executive programmes designed, developed, and offered by IIMA. The GMP, a 23 days long intensive programme delivered in Dubai (Batch - 15), has been designed & adapted to the region to enhance the managerial capabilities of participants to prepare them to shoulder senior general management responsibilities in the future.

The Programme, designed for middle to senior managers, emphasises the problem-solving approach—the process of defining problems, specifying objectives, developing alternative courses of action, choosing the best alternative in an uncertain environment, organising people to implement the chosen alternative, coordinating their work, motivating, inspiring, and developing them, and finally measuring and controlling their performance.

## Programme Philosophy

The philosophical principles that underline the concept and structure of the programme in Dubai are the following:

- Individual growth & development are facilitated when working mid-career professionals are exposed to learning opportunities & experiences that simulate thinking in group settings with professionals from diverse backgrounds.
- Managerial competence & skills develop when professionals from functional verticals are exposed to business situations that require taking decisions with a perspective of the entire organisation.
- Professionals are committed to self-development of professional competencies.

The objectives of the GM programme are to:

## Programme Objectives

- Enhance managerial skills of the participants to prepare them to shoulder higher responsibilities.
- Provide participants with an opportunity to learn management concepts and techniques relevant for formulating & implementing strategies in functional & general management areas.
- Enable the participants to appreciate interdependencies in an organisation & acquire perspectives required for general management positions.





## Contents

The programme is divided into several interdependent modules, each of which focuses on a different aspect or function of management. At the end of the programme, there will be an intensive integrated group exercise which will help participants consolidate their learning from various modules of the programme.

### **Economic Environment and Policy**

- Introduction to various macroeconomic concepts
- Macroeconomic framework for policy changes
- Appreciation of economic issues

### **Financial and Cost Accounting**

- Understanding Financial Statements
- Cost Analysis for decision making and control

### **Financial Management**

- Financial Analysis
- Financial Valuation
- Financial Forecasting

### **Information Systems & Technology**

- IT for managerial decision making
- IT: Trends and Issues

### **Marketing Management**

- The marketing concept
- Segmentation and positioning
- Decisions on the elements of marketing mix
- Strategic Marketing

### **Operations Management**

- Elements of manufacturing strategy
- Lean manufacturing systems
- Process analysis & Quality concepts
- Supply Chain Management

### **People, Leadership and Strategy**

- People Management
- Perceptual Processes
- Managing Teams
- Managing Transformation

### **Human Resource Management Systems**

- Employee Engagement
- Performance Management

### **Decision Analysis**

- Decision making under Certainty & Uncertainty
- Risk Analysis
- Real world application

### **Strategic Management**

- Industry Analysis
- Concept of corporate strategy
- Strategy formulation and implementation
- Strategic Negotiation

The programme will end with an intensive 5 days session at IIM Ahmedabad Campus with an intensive integrated group exercise which would help participants to consolidate their learning from various modules of the programme.



## Who Should Attend

The GMP is for managers seeking to re-vitalise their careers. It is most appropriate for managers holding positions of responsibility within functional departments of medium to large businesses. The participants should have at least 5 years of managerial experience after graduation. As the programme makes exceptional intellectual & emotional demands, participants should have an inquiring mind and capacity to think clearly. They must also have a high degree of adaptability and maturity to work and interact closely with other participants under considerable pressure.

### **The previous batches were attended by participants from best of the organisations:**

Emirates Airlines, Etihad, IBM, SAP, 3M, SAS, ETISALAT, DU, NOKIA, Ericsson, GODREJ, L&T, KPMG, INFOSYS, DEYAAR, DULSCO, American Express, HSBC, ADIB, BNP Paribas, FGB, Emirates NBD Bank, Mashreq Bank, Citi Bank, RAK Bank, ADCB, ADIA, ADGAS, KODAK, Kraft Foods, CROCS, Siemens, SAMSUNG, SHARP, PANASONIC, Honeywell, PHILIPS, FUJITSU, Redington, ArcelorMittal, Jackys, MoneyGram, Havells Sylvania, Schlumberger, Shell Markets, ENOC, PetroFac, HONDA, Nissan, Tally, Al Qassemi Group, Apparel Group, Al Reyami, Al Naboodah, Bin Butti Group, Skyline University, IMDAAD, IFFCO, EMAL, P&G, Rosy Blue, AIG, ASTER, SPLASH, Jashanmal, African & Eastern, Bajaj Herbals, OMNIX, NIIT, MindTree, FedEx, DHL, GE, Axiom, McDermott, Zulekha Hospital, etc.

## Pedagogy

A mix of pedagogical tools will be used – cases, lectures, discussions, presentations, audio-visuals, and experiential exercises. A typical day would include about eight hours of classroom sessions. Preparation for the class requires doing intensive reading of course material. For effective learning participants should budget approximately 15 hours of reading time in-between sessions. Informal group discussions amongst participants are recommended.

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## Design

The programme is uniquely designed to enhance learning by judiciously mixing classroom contact with practical aspects that the participants can implement at the work place. This will enable the participants to implement the classroom learning in the field & realise the practical value & relevance of the learning.

Keeping in view the requirements of the target audience and given the objectives of providing quality education and delivering the same in a cost effective and convenient manner, the programme has been divided into 10 modules that cover the strategic as well operational aspect of General Management. Each module will be supported by textual readings and cases relevant to the participants.

The programme is spread over 9 months. The programme will be delivered in 23 days through sessions on 2 days (Fri – Sat) every month, on pre-announced dates. The last module (5 days) of the programme will be delivered at IIM Ahmedabad Campus.

## Faculty

The teaching team from the IIMA is composed of distinguished academicians, skilled educators, researchers who have actual business experience to engage and enhance participant skills in senior executive education, and retain close contact with industry through consulting work (more details on [www.iimahd.ernet.in](http://www.iimahd.ernet.in)):

- Prof. Sobhesh Kumar Agarwalla  
(Faculty Co-Chair – GMP)  
Fellow (IIMA), FCA, ACS, ACMA
- Prof. Mukund R. Dixit  
Ph.D. (IIT, Kanpur)
- Prof. Satish Deodhar  
Ph.D. (The Ohio State University, USA)
- Prof. Diptesh Ghosh  
Fellow (IIMC)
- Prof. Sunil Maheshwari  
(Faculty Co-Chair – GMP)  
Fellow (IIMA)
- Prof. Ajay Pandey  
Fellow (IIMA)
- Prof. Dheeraj Sharma  
Ph.D. (Louisiana Tech University, USA)
- Prof. Piyush Kumar Sinha  
Ph.D. (SPU)
- Prof. Chetan Soman  
Ph.D. (Groningen, The Netherlands)
- Prof. Biju Varkkey  
Masters (HRM), Fellow (NIBM, Pune)
- Prof. Sanjay Verma  
Fellow (IIMC)

## Programme Details

Dates : Programme will start on November 03-04-05, 2016  
(classes will be on Fri-Sat every 3-4 weeks)  
Timings : 10:00 AM to 6:00 PM  
Venue : Dubai with concluding sessions at IIM Ahmedabad Campus.

## Selection

Seats are limited. Selection for the programme will be based on academic and professional achievements and on first-come, first-served basis.

## Registration process

Last Date to submit Application : October 15, 2016  
Enrollment Confirmation to Applicants : October 17, 2016  
Course Fee Payment by Participants : Within 5 days of Confirmation  
Course Material Distribution to Participants : October 22, 2016  
Course Inauguration & 1st Module Class : November 03, 2016

## Programme fee

Fee includes Tuition fee, Course Material, Lunch, Tea, Coffee, Snacks, and Certificate. Fee also includes IIMA Campus (Board and Lodging for 6 days on double Occupancy basis). Flight Tickets not included and will be borne by the participants.

**Full Payment** : AED. 37,500.00 (Full Fee to be paid within 5 days of confirmation)  
**Installments** : AED. 38,500.00 (PDCs need to be submitted within 5 days of confirmation)  
• AED. 7,000.00 (within 5 days of confirmation)  
• AED. 4,500.00 monthly payments paid every month for 7 months  
(Cheques dated 5th of every month starting November 2016 till June 2017)

## Discount

**Early Bird Discount:** Nominations received with payments on or before October 2, 2016 will be entitled to an early bird discount of 10%. Early submission does not, however, guarantee acceptance of application.

**Group Discount:** Group of 3 or more participants will be entitled to a discount of 15%.

Organisations can avail themselves of both the discounts subject to a maximum overall discount of 20%.

## Certificate

A certificate of Participation will be issued by Indian Institute of Management, Ahmedabad (IIMA) to the participants who have completed all the requirements of the programme including attendance of at least 80% of the direct class room contacts and submission of all assignments.

## Alumni Association

Please note that participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend a total of 21 days in one or more programmes to be eligible for alumni status and alumni identity card, both of which will be awarded on payment of one-time alumni fee of INR10,000.





## Contact Information

For Registration and any other information, please contact:

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## Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport and population
- Faculty Development Programme for teachers in universities and colleges

The Institute has about 97 faculty members working in the following management areas and sectors:

### Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Information Systems
- Marketing
- Organisational Behaviour
- Human Resource Management
- Production and Quantitative Methods
- Public Systems Group

### Interdisciplinary Centres

- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- Gender Resource Centre
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Ravi J. Matthai Centre for Educational Innovation

**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



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