

BUSINESS COMMUNICATION

Communication for Organizational Development

Duration : 3 Days

Faculty: Dr. Sangeeta Shukla, Dr. Archana Shrivastava, Prof. Saloni Sinha

Background

Communication is the life-blood of an organization; communication is essential for an organization's survival and growth. All the processes in an organization pass through the bottleneck of communication. Ninety per cent of all problems in an organization happen because of either lack of communication or miscommunication.

The program is designed:

- To familiarize the participants with the concepts and significance of organizational communication.
- To help participants appreciate the strategic aspects of managing organizational dynamics through communication.
- To enable participants to develop an understanding of the close relationship between the communication process and organizational development.

For Whom

Managers and senior managers in all types of business can benefit greatly from this training program.

Cross-Cultural Communication

Duration : 2 Days

Faculty: Dr. Sangeeta Shukla, Dr. Archana Shrivastava, Prof. Saloni Sinha

Background

Each (human) communication situation has an environment of its own, or a (cultural) context. Each aspect of communication is firmly rooted in a cultural base. Every culture has its norms that govern the way in which communication happens. These norms may vary less from individual-to-individual, but more strikingly from one population segment to another.

The program is designed:

- To familiarize the participants with the nature and process of Cross-Cultural Communication.

- To help participants appreciate various dimensions of Cross-Cultural Communication.
- To enable participants initiate the development of Cross-Cultural Communication skills.

For Whom

Managers and senior managers in all types of business can benefit greatly from this training program.

Effective Presentation Skills

Duration : 3 Days

Faculty: Dr. Sangeeta Shukla, Dr. Archana Shrivastava, Prof. Saloni Sinha

Background

Presentations are an integral part of all professional fields. Presentation skills, necessary to create and deliver informative and persuasive speeches, are vital to organizational communication, success and advancement. This MDP provides training in how to develop effective communication content for a prepared speech, how to develop and structure the content of informative presentations.

The program is designed:

- To develop a more confident and persuasive vocal style.
- To use body language effectively to build rapport and maintain the motivation of the audience.
- To use language techniques to ensure that your key message is understood.
- To plan and structure your presentations creatively for maximum impact.

For Whom

Executives at all levels in all types of business can benefit greatly from this training program.

FINANCIAL MANAGEMENT

Capsule Course for Newly Recruited Officers in Public Sector Banks

Duration : 3 Days

Program Director(s) / Faculty: Prof. Ashok Malhotra

Background

In the interconnected world of today, forces of competition, consolidation and convergence are exerting continual pressures on organizations and individuals alike to deliver best value. Today, the confluence of market forces and technology has made business highly competitive. Integration of global markets, thinning profit margins and fast changing consumer preferences are forcing organizations to redefine their businesses and adopt different strategies. These trends have a more dominant impact on service industry like banking where money market dynamics further compound the nature of competition.

The program is designed:

- To make participants well aware of RBI acts, banking regulation act etc and various asset and liabilities products.

For Whom

Newly recruited officers for public sector banks.

Finance for Non Finance Executives

Duration : 5 Days

Program Director(s) / Faculty: Dr. L. Ramani, Prof. Ashok Malhotra

Background

Finance is the life blood for any organization. Finance integrates all other functional areas of management. Today managers understand that their decision is going to have a serious impact on profits and earning potential of the business yet they find it difficult to comprehend the financial aspects and take a holistic view of the business. The programme on Finance for Non Finance executives aims to facilitate the managers in developing understanding on the critical issues of finance for a better decision making.

The program is designed:

- To provide the participants with conceptual foundations of productivity and efficiency.

- To show how one can use real life data from the actual operations of private and public sector firms to measure and compare performance of different firms from an industry.

For Whom

Non Finance managers working at all levels in all types of business can benefit greatly from this training program.

Financial Inclusion and Role of Banks

Duration : 2 Days

Program Director(s) / Faculty: Prof. Ashok Malhotra

Background

Financial inclusion or inclusive financing is the delivery of financial services at an affordable cost to sections of disadvantaged and low income segments of society. Unrestrained access to public goods and services is the essential element of an open and efficient society.

The program is designed:

- To understand the role of agencies like RBI, government of India in implementation of financial inclusion.

For Whom

Managers and senior executives involved in rural banking

Investment Management

Duration : 3 Days

Program Director(s) / Faculty: Dr. Meena Bhatia

Background

Investment Management Investment is the current commitment of money or other resources in the expectation of reaping future benefits. Investors want a rate of return that compensates them for the time period of the investment, the expected rate of inflation, and the uncertainty of the future cash flows. We all want high rate of returns at a low level of risk, but are we aware of the investment scenario and financial instruments available in the market. Investment management deals with the professional asset management of various securities, such as shares, bonds, mutual funds and other asset classes in order to meet specified investment goals for the benefit of the investors.

The program is designed:

- To get an overview of the current investment scenario.
- To understand the process of financial planning and its importance.
- To appreciate the debt instruments and other asset classes.
- To be familiar with the mutual funds & equity market.
- To have knowledge of tax implications of investment options.

For Whom

Executives in all type of businesses

Personal Financial Planning, Wealth and Tax Management: Achieve life goals through prudent Financial Management

Duration: 2 Days

Programme Director: Prof. Arindam Banerjee, FCMA CFP

Background

Life is a journey. It is important for an individual to achieve life goals during this journey through life. This course focuses on empowering an individual in taking the right financial decisions at right point of time. This course is designed for candidates who seek to understand of how financial planning can be used for personal financial decision making and to achieve the financial goals. This course particularly focuses on

- Tax Planning
- Investment Planning
- Insurance Planning, and
- Retirement Planning
- Estate Planning

The course will focus extensive application of financial planning concepts using case studies. One of the major features of this course is use of real life.

Learning Outcome

Learning outcomes from the course are listed below:

- Understanding of financial planning process.
- Understanding the different components of financial planning, viz. Insurance Planning, Investment Planning, Retirement Planning, Tax Planning, and Estate Planning
- Preparation of comprehensive financial plan using MS Excel.

For Whom

This course is particularly suitable for

- Young employees, who are starting their careers, and having a long working life ahead.
- Senior employees, who are looking for special guidance towards managing their retirement corpus.
- Also middle-aged employees, with specific interest in personal tax management.

Strategic Cost Management: Making Organization Cost Conscious

Duration : 2 Days

Program Director(s) / Faculty: Prof Rajeev Sharma

Background

Strategic cost management (SCM) a tool to set guiding principles that represent the ground work of a continuously improving bottom line of the business and organization. The SCM stresses on increased productivity, efficiency, effectiveness, of process systems and internal control and reporting methods. This program will present the various SCM frameworks, concepts, and cost control & improvement tools necessary for implementing the cost culture that characterizes world-class organizations.

The program is designed:

- To generate the idea and relevance of SCM in individual & organizational context.
- To develop organizational leaders and business leaders.
- To equip participants with the attitude to challenge status quo and stir their minds towards improvements and better outcomes.
- To generate awareness among the participants about Costs associated with business process.

For Whom

General profile working at all lower and middle levels in all types of business can benefit greatly from the training program.

Workshop on Retail Banking

Duration : 3 Days

Program Director(s) / Faculty: Dr. K C Arora

Background

Banking institutions now a days execute transactions directly with consumers, rather than corporations or other banks Services offered include; savings and transactional accounts, mortgages, personal loans, debit cards, credit cards and so forth.

The program is designed:

- To understand various types of retail assets and liabilities products.

For Whom

Managers and Senior Executives in retail banking.

GENERAL MANAGEMENT

Economics for Executives

Duration : 2 Days

Program Director(s) / Faculty: Dr. Jaya Gupta, Dr. Pooja Misra

Background

This course has been designed to help participants make practical sense of many complex economic terms, concepts and trends in the world today. The course objective is to help executives understand what many of the major economic indicators measure. The programme on Economics for Executives aims to facilitate the managers in developing an understanding of the various nuances of economic environment for better decision making. The program is designed:

Objectives

- To provide the participants with conceptual foundations of productivity and efficiency.
- To show how one can use real life data from the actual operations of private and public sector firms to measure and compare performance of different firms from an industry.
- To interpret and comprehend the key macro economic variables.
- To understand the government's fiscal and monetary policies and how they impact the firms' domestic business environment.
- To set up a benchmark for evaluating the performance of a firm.

For Whom

Executives in the middle management in all types of businesses.

Executive Development Programme

Duration : 14 Days

Program Director(s) / Faculty: Prof. K.K. Sinha

Background

The Executive Development Programme is designed with an aim to develop people from functional level to the Executive Level. For this successful transition the programme is designed to explore their knowledge base across different functional disciplines and develop a holistic management perspective by integrating key functional disciplines participants enhance their capability to in vision, control, influence the strategic direction of the firm. The pedagogy adopted is participatory. Case studies, role plays, outbound training, group work and discussion is brought to enhance the learning of the participants. The program is designed:

- To increase the efficiency of performance of existing employees by developing their managerial skills.
- To provide opportunity to learn as well as advance in their career- as a motivational tool.
- To manage self and others.

For Whom

Entry level executives E1 in PSU's state undertaking and government departments.

Foundation Course in General Management

Duration : 12 Days

Program Director(s) / Faculty: Prof. K.K. Sinha

Background

This Two Weeks Foundation Course in General Management is designed with an Objective of providing deeper understanding into managerial concepts and techniques for formulating and implementing strategies in various functional area. This programme focuses on imparting overall perspective for decision making by integrating functional and general management approaches. The Participants gain valuable insights in the functional and general management domain. The Pedagogy adopted is participatory, the sessions are taken with the aim of blending rich experience of the participants and inputs from the faculty from their expert areas. The sessions are supplemented by group exercises, role play, case studies and interaction. The program is designed:

- To develop from managing self to managing others.
- To make the participants about commercial sense and project management.

- To develop awareness about business simulation.

For Whom

Mid level managers E5 in PSU's/state undertaking and government debts.

Land Acquisition R & R and CSR

Duration : 3 Days

Program Director(s) / Faculty: Prof Navin Shrivastava

Background

Singur, Bhatta Parsaul, etc. are examples of land acquisition blues. The design of this program is to strengthen the capability of managers for positively influencing land acquisition plans. Hence, this program focuses on issues related to acquiring of land for industry and implementing effective strategies in terms of policies adopted on Rehabilitation and Resettlement and Role of Corporate Social Responsibility to ensure a mutually beneficial solution for the concerned parties. The program is designed:

- For land procurement for public purposes.
- For Rehabilitation and Resettlement policy, emerging trends and best practices.
- For a comparative analysis of R&R policies: National vs. Multilateral.

For Whom

Mid level executives in all types of businesses

HUMAN RESOURCE MANAGEMENT

Coaching, Counseling and Mentoring

Duration : 3 Days

Program Director(s) / Faculty: Dr. Nitika Sharma, Dr. Manosi Chaudhuri

Background

This insightful workshop explores the core skills and attitudes needed by managers in providing support for growth and performance. It defines the requirements of a person-centered approach to building a learning team. Organizations today thrive on top performers who know how to learn, adapt, and stretch, people who solve, rather than create problems. The program is designed:

- To broaden awareness of performance improving techniques.
- To explore motivations and barriers and broaden participant's awareness of performance-improving techniques.

- To practice the core skills of coaching, counselling and mentoring.
- To cultivate strong interpersonal skills.
- To recognize and deal with problems in the mentoring relationship.

For Whom

Senior management, HR managers, functional/ departmental heads.

Collective Bargaining & Worker's Participation in Management

Duration : 3 Days

Program Director(s) / Faculty: Prof. Navin Shrivastava

Background

Some of the basic requirements for prevention of industrial disputes are workers participation in management and collective bargaining. With the liberalization of the economy, industrial relations in India have changed over the last 10-15 years. The program is designed:

- To understand the conflict in objectives of corporate vis a vis unions and how to bridge the gap.
- To understand the genesis of participative management.
- To discuss the current trends in maintaining progressive IR and steps to implement effective grievance redressal system.

For Whom

Managers and senior managers in all types of business can benefit greatly from this training program.

Competency Mapping

Duration : 2 Days

Program Director(s) / Faculty: Dr. Parameswar Nayak

Background

Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. Competency mapping is a process with the help of which the employer, or the human resource team decides, that where would a particular employee can work best, as per his/her knowledge, skills, aptitude and temperament. The program is designed:

- To identify and describe the elements of competency and how to use them.
- To understand competency based management, linked through strategy and structure.

- To harness your real potential through competency framework.

For Whom

Programme is designed for every manager who aspires to develop himself / herself as an effective leader, especially in HR functions.

Conflict Management

Duration : 2 Days

Program Director(s) / Faculty: Dr. Nitika Sharma

Background

Conflict can have a positive effect, but if left unchecked, the dangerous result of conflict can include damaged relationships, destroyed creativity and productivity, lost commitment and wasted resources. By taking a number of conflict management tools, techniques and theories and putting them into practical situations, this conflict management training course aims to turn conflict into a productive force.

The program is designed:

- To identify what conflict is, why it arises and how it can be used for maximum benefit.
- To recognize various stages of conflict and preventing them from escalating.

For Whom

Managers at all levels working in all types of businesses can benefit greatly from this training program.

Developing Meritocracy and Collaboration

Duration : 3 Days

Program Director(s) / Faculty: Dr. Manosi Chaudhuri, Dr. Nitika Sharma

Background

The objective of this program is to understand and develop competencies for empowering people and building collaborative work culture of high performance to meet desired level of performance; and unleash their real potential for the desired purposes through competency framework. The program is designed:

- To create a stretch opportunities for empowering people.
- To build a high performance culture for Excellence.
- To understand the development needs and give feedback effectively.
- To develop an understanding of self and others.

- To promote an environment of effective communication and develop attitude and skills for effective learning.
- To foster collaboration with internal and external networks in an organization.

For Whom

Senior and middle level corporate executives.

Enhancing Managerial Effectiveness

Duration : 3 Days

Program Director(s) / Faculty: Dr. Manosi Chaudhuri, Dr. Nitika Sharma

Background

Looking into the rapidly changing business environment and an increase in competition in all types of business it is very important to realize the change in the culture and practices that the management of an organization adopts. To cope with the rapidly changing environment the management should prepare itself by focusing on more efficiency in performance to enhance the managerial effectiveness. The program is designed:

- To develop a strong organizational culture.
- To help the participants develop their strength and overcome their weaknesses and improve their psychological well being.
- To help the participants face the upcoming challenges.
- To develop a basic understanding of the roles and responsibilities of a manager.
- To develop the required competence and skill set to perform the role successfully.

For Whom

Executives in all types of businesses will benefit greatly from this training program.

HR for HR Professionals

Duration : 3 Days

Program Director(s) / Faculty: Prof. K K Sinha, Prof. Akhil Pandey

Background

The HR function acts as the backbone of the organization and thus it becomes very important that the concerned managers should understand the importance of Human Resource functions to align it with the organization goals. This is to facilitate the Human Resources to further upgrade and contribute significantly towards organization development. This program helps to build a strong understanding of HR managers

towards their strategic roles and also this will develop them as HRD managers with functional merits. The program is designed:

- To build a strong foundation of HR managers to enable and empower them with most updated trends in HR.
- To enrich and develop HR managers with contemporary development in HR function for adopting best practices in this area.
- To enable HR managers explore their inherent HR potential for higher responsibility positions requiring better people orientation.

For Whom

Senior management, HR managers, functional/ departmental heads.

Measuring Corporate Performance

Duration : 2 Days

Program Director(s) / Faculty: Dr. L. Ramani, Prof. Rajeev Sharma

Background

Shareholders always look for indicators to know, if their investments in the company, is safe and will multiply in future. Hence it has become very crucial for the managers to have an understanding of how company's performance is measured. The program is designed:

- To identify the key drivers of the corporate performance.
- To know how each of the key driver is measured and how can it be used as to identify variations between the targeted and actual performance.

For Whom

Program is designed for every manager who aspires to develop himself/herself as an effective leader.

Mental Conditioning

Duration : 2 Days

Program Director(s) / Faculty: Dr. Parameswar Nayak

Background

Organizational effectiveness depends greatly on mental agility, self-motivation and willingness of individual employees to do the assigned work. The organizational productivity can be enhanced through a proper alignment of employees' personal goals and aspirations with organizational goals. It can be achieved when there is a healthy

and well-balanced employer–employee relationship. To be successful, employees are required to do the things that make the difference for the winners. The program is designed:

- To understand the need for and impact of Mental Conditioning for aligning personal goals of individual employees with the shared vision, mission and goals of the organization.
- To learn how to improve their level of motivation, commitment and positive attitude towards the team.

For Whom

Officers managers and senior managers in all types of business can benefit greatly from this training program.

Performance Evaluation for Bench Marking

Duration : 2 Days

Program Director(s) / Faculty: Prof. A Bose, Dr. Sourabh Bishnoi

Background

In the present age of globalization, efficient utilization of resources is becoming more and more important for firms to survive and prosper in the face of intense competition from both domestic and foreign firms. In evaluating the performance of a business the owners or the managers would typically like to know is the company making the best use of the resources or is it possible to produce more from the same inputs. The program is designed :

- To provide the participants with conceptual foundations of productivity and efficiency.
- To show how one can use real life data from the actual operations of private and public sector firms.

For Whom

Executives from public and private sector organizations.

Stress Management in the Workplace

Duration : 3 Days

Program Director(s) / Faculty: Dr. Nitika Sharma, Dr. Manosi Chaudhuri

Background

Stress is a state of equilibrium in which the demands of an employee's job and personal life are equal. Juggling /competing demands is stressful and leads to lower productivity, sickness, and absenteeism. The program is designed:

- To discuss and understand the impact work/life balance has on employees.
- To discuss and recommend steps that truly support work/life benefits.
- To encourage the organization culture, starting with senior management that sincerely endorses work/life benefits.
- To Review the human resources strategy to see if it supports the company's mission.

For Whom

Useful for HR managers, departmental heads, team leaders from medium and large PSU's and Pvt. Sector enterprises.

Team Building

Duration : 3 Days

Program Director(s) / Faculty: Dr. Manosi Chaudhuri, Prof. Navin Shrivastava

Background

An organization is a place where men, material and machine all are synthesized for the fulfilment of organization objectives but, the essence of its success depends on efficient and effective contribution derived from its workforce, through their concerted efforts and approaches. There is always an existing need for training and development in such areas of team and group dynamics for achieving overall quality performance of the organization. The program is designed:

- To work effectively in teams and learn how to create synergy among group members.
- To acquaint them with attributes and dynamics of high performing teams.
- To build up effective teams for enhancing overall productivity of the organization.
- To expedite effectively team meetings including sessions for sharing, reflection and learning.

For Whom

Executives at middle & junior levels in all types of business can benefit greatly from this training program.

INFORMATION TECHNOLOGY MANAGEMENT

Business Modeling Using Excel

Duration : 2 Days

Program Director(s) / Faculty: Prof. A Bose

Background

Excel is arguably the single most important tool and is all pervasive in academics and business. A good knowledge of excel makes one more proficient with analysis of data. The level of excel knowledge can be easily improved as most are familiar with the tool at the basic level. The program is designed :

- To give participants a greater understanding of the creative use of excel's advanced formulae, functions, database lists and macros.
- To explore the aims and outlines governing model design and construction, how to design and build in accuracy from the outset, best practice modeling techniques.
- To understand and avoid common pitfalls and running sensitivities and what-if analysis to gain information about performance.

For Whom

This course is designed for those who have a working knowledge of excel and who wish to explore the full potential of this software.

Digital Business Strategy

Duration: 2 days

Program Director (s): Prof. Akhil Pandey, Prof Nimisha Singh

Background

Businesses today are under tremendous pressure from a number of different fronts- competitive pressure, customer expectation, regulatory pressure and increasing aspirations for global expansion. All of these combined together necessitates a relook in the internal IT landscape of companies. Organizations need to align and synchronize their IT and business strategies. This will help in further enhancing capabilities and help understand changing scenario leading to optimization of resources. The program is designed to help organizations

- To synchronize their business strategy with its IT strategy
- To govern digital resources

- Manage IT infrastructure and implement IT projects

For whom: Senior executives and managers and involved in crafting and implementing IT and business strategies

Information Systems Security, Cyber Security & Cyber Law

Duration: 2 days

Program Director (s): Prof Akhil Pandey, Prof Nimisha Singh

Background:

Information system management is both the cause and cure of cyber security problems as attackers exploit technology related vulnerability. For securing information, an organization needs to develop a culture of collaboration across business units and among employees as security and convenience are inversely related. Also, with global expansion of business, organizations need to follow the security regulations in the country of operation. The program will cover

- Incorporate security policy in business model
- Compliance with information security standards and policy

For whom: Senior executives & managers responsible for framing and implementing security policy

INSURANCE & RETAIL MANAGEMENT

Basic Insurance Concepts for Corporate Executives

Duration : 2 Days

Program Director(s) / Faculty: Prof. P. S. Nagpal, Prof. M.K. Pandey

Background

Each corporate house has a small unit/team which co-ordinates with insurance companies for the insurance related matter. Normally they are from non-insurance background. An input on insurance (life & non life both) would add value to their job profile. The program is designed:

- To impart the basic concepts and features of all corporate related insurance policies / programmes marketed in India.

For Whom

Managers / executives looking after the insurance related portfolio in corporate sector (HR / finance dept.)

Claim Management for Insurance Brokers

Duration : 2 Days

Program Director(s) / Faculty: Prof. M.S. Rawat, Prof. M.K. Pandey

Background

Recently IRDA has proposed brokerage houses to take up insurance claim settlement as a fee based activity to augment their income and help clients. This course input will help executive of the brokerage house to prepare for this opportunity. The program is designed:

- To impart the basic concepts/ documentation/process involved in claim settlement for both life & non-life policies.

For Whom

Executives working in insurance broking houses.

Insurance for All

Duration : 1 Day

Program Director(s) / Faculty: Prof. M S Rawat

Background

Insurance is important to cover the risk of life, property and also individual financial planning for future needs and tax saving. When any insured suffer a loss, he/she will be indemnified, as well as the peace of mind knowing that one will be able to get back on his/her feet again. It is important to understand how insurance works and why it is necessary to have it.

Life insurance:

- Term insurance
- Benefit insurance(saving)
- Unit linked plans
- Pension plan

Non-life insurance:

- Motor vehicle Insurance
- Personal Accident
- Health insurance
- Property insurance, rescue the insured in the event of major loss due to fire, flood, earthquake, etc.
- Home insurance: Package policy covering House, its contents including valuables, computers; PA, health and liability insurance.

Managing Risk Associated with the Industries

Duration : 1 Day

Program Director(s) / Faculty: Prof. Monika Mittal

Background

Risk is an omnipresent threat which is all round us and endangers the assets as well as individuals of an enterprise. While it is normally not always possible to avoid risks, one of the better means of handling risks would be to mitigate, prevent or reduce the same.

The program is designed:

- To identify the common hazards that often plague the manufacturing as well as service industry alike.
- To deliberate upon the simple loss mitigating methods which can prevent or at least reduce the impact of the possible losses arising out of these hazards.
- To take steps to tackle the wrath of the natural catastrophes.
- To get an insight into financial risk management.

For Whom

Middle level with responsibility of managing commonly encountered hazards consultants brokers and financial advisors academicians and students.

Sales Training for Front Line Executives

Duration : 3 Days

Program Director(s) / Faculty: Prof. Pankaj Priya

Background

The main objective of this program is to impart knowledge of service quality issues & customer handling and relationship skill and assessment of customer expectation for effective service delivery . The program is designed:

- To explain the significance of 'Servitude' in modern retail.

- To equip internal customer with essential skills for providing superior customer experience.
- To understand the effective HR practices in modern retail.
- To impart direction and orientation to customer relations.
- For improved self management.

For Whom

Front line sales force retail management.

INTERNATIONAL BUSINESS

Export Import Procedures & Documentation

Duration : 2 Days

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Abha Rishi, Dr. Anuj Sharma

Background

In order to compete successfully in international trade, it is very important for an organization to understand the complex documentation and procedures framework required for export-import business. The programme has been designed to develop a comprehensive and integrated approach to export-import transactions in an organization. The program is designed:

- To lay emphasis on understanding the entire process of international trade, importance and relevance of each document.

For Whom

Best suited for executives in the trade & industry engaged in export-import business, trading houses, trade facilitation and service agencies, trade promotion organizations, export-import consultants, financial institutions, central and state government departments, chambers of commerce, academicians and researchers.

Export Marketing and International Trade Operations

Duration : 3 Days

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Abha Rishi, Dr. Anuj Sharma

Background

Export marketing is not the same as domestic marketing. Those who ignore this fact do so at their own peril. As successful as you maybe at reaching your country's customers or clients, you must be aware that your international audience will frequently have different tastes, needs and customs. The program is designed:

- To understand the complexities associated with international marketing.
- To participants to develop a robust international marketing plan.

For Whom

This program is best suited for executives in the trade & industry engaged in export-import business, middle level executive and managers working in sales & supply, marketing & distribution, export houses and trading houses trading houses, trade facilitation and service agencies, trade promotion organizations, export-import consultants, financial institutions, central and state government departments, chambers of commerce, academicians and researchers.

Getting Started in Exports

Duration : 2 Days

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Abha Rishi, Dr. Anuj Sharma

Background

International trade is considered to be lucrative and attractive option for any entrepreneur or business to enter into but is also associated with lot of complexities and risk. The program is designed:

- To make entrepreneurs and businesses to understand the intricacies involved in export / import business.
- To make them aware about initial procedural formalities to be complied with.
- To make them aware of the benefits announced by the government for export of different products, helping them to choose the right product and appropriate market methodology adopted for location of buyers and successfully execute the export order.

For Whom

Suited for MSME's sector engaged in export-import business, prospective entrepreneurs, officials of trade facilitation and service agencies, export promotion agencies, Central and State Government departments, export-import consultants, researchers and academicians who want develop expertise in the area.

Global Business Strategy for SME's - Today & Tomorrow

Duration : 2 Days

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Abha Rishi, Dr. Anuj Sharma

Background

The global and domestic business environment is undergoing rapid changes. The competition from international and domestic players is becoming stiffer. The situation is throwing greater challenges to organizations for attuning the strategy to the newly developing situations and continuing to be successful in sustaining and increasing the market share globally. The program is designed:

- To focus on deciding and choosing appropriate behavioral and marketing strategy required for remaining competitive and profitable in this constantly changing global market and world economy.

For Whom

This programme is best suited for small and medium entrepreneurs', executives in the trade & industry engaged in export import business, trading houses, trade facilitation and service agencies, trade promotion organizations, export-import consultants financial institutions, central and state government departments, chambers of commerce, academicians and researchers.

[International Shipping and Chartering](#)

Duration : 2 Days

Program Director(s) / Faculty: Dr. Anupam Varma

Background

Recently IRDA has proposed brokerage houses to take up insurance claim settlement as a fee based activity to augment their income and help clients. This course input will help executive of the brokerage house to prepare for this opportunity. The program is designed

- To enhance the knowledge of the participants in the area of ocean transportation where the shipping industry provides vital logistics support to the trading community in terms of shipping services for the movement of export/import cargo.
- To help them to understand the changes that have taken place in shipping sector in the past decades, more particularly, with the development of container technology.

For Whom

Middle level managers and executives working with export houses, trading houses, public and private houses, central and state department engaged in international trade, trade facilitation and service agencies, clearing and forwarding agents.

Logistics of Airfreight

Duration : 1 Day

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Rajeev Sharma

Background

Although seaborne cargo traffic dominates all trades, air freight, however, plays a very vital part in any business economy. This programme not only provides participants with a very unique opportunity to learn the complete process of air cargo operations from a team of acknowledged experts in air freight business, but also provides them with reliable background knowledge to comply with regulations. The programme is fully-packed and tightly-scheduled so that participants can get maximum benefits within the shortest period of time. Upon completion of both parts of the programme, participants should have gained knowledge of shipping requirements and practical understanding of the regulations governing the transport of cargo through air freight. The program is designed:

- To get the basic introduction to logistics management and brief history of air cargo business.
- To understand how to set up TACT construction and combination of rates, consolidation of consignments.
- For usage and application of terms like delivery, fact of Airway bill.
- For understanding custom clearance procedures in India for cargo freight.
- To know what are third party logistics services.

For Whom

Executives in air cargo industry.

Managing Export Business in Turbulent Times

Duration : 2 Days

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Abha Rishi, Dr. Anuj Sharma

Background

The world economy is in turmoil and its impact is being witnessed by all countries around globe with varying degree. The impact of global economic crisis has affected the Indian businesses as well exporters must understand that the current situation demands covering in the bunker and fight back as well. Business owners should focus on expanding their client base, reducing the operating expenses, conserving cash and protecting assets. Confidence as well as a well planned strategy is the utmost necessity at this moment to beat the back of the beast. The program is designed:

Objectives

- To understanding of areas where further improvements are required and developing an overall strategy to face the existing situation successfully.

For Whom

This programme is best suited for executives in the trade & industry engaged in export-import business trading houses, trade facilitation and service agencies, trade promotion organizations, export-import consultants financial institutions, central and state government departments, chambers of commerce, academicians and researchers.

Risk Management of Perishable Commodities

Duration : 1 Day

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Rajeev Sharma

Background

This program is designed to develop the understanding in terms of risk the supply chain management of perishable goods for addressing the reliability of the delivery process itself, especially with respect to delays and uncertainty in time, quality and availability of service and risks of interruption. All of these risks can undermine the fundamental objectives of any supply chain, i.e. to provide products of the correct quantity and quality, to the right place, at the right time, efficiently at competitive cost and to make at least normal profit in doing so. Today the complexity of supply chains is more fully recognized and its performance also assessed in terms of reliability. The program is designed:

- To know what is the cold chain infrastructure regime in India.
- For understanding the procedure of insurance of perishable goods.
- To understand what are the cold chain protocol in transportation and what are the special warehouse systems for perishable items.

For Whom

Suited for small and medium enterprises engaged in the business of perishable commodities.

Trade Finance, Risk Management and Methods of Payment

Duration : 2 Days

Program Director(s) / Faculty: Dr. Anupam Varma

Background

Funds are required at the time of establishment of business and for carrying on business. The commercial banks provide funds to the exporter both before and after

sending shipment till the realization of actual export proceeds. Moreover, once the goods are ready for transportation it is in the interest of exporter to secure the shipment against all possible risks also in foreign trade, exporter and importer have to decide and agree on terms of payment before an order is finalized. Payment terms besides quality, price and delivery schedule play a very important role in securing an order. The UCP 600 has a number of substantial changes that affect not only how banks will determine compliance, but also how contracts for sales utilizing letter of credits should be written. The program is designed:

- To understand the procedure and documentation for obtaining pre-shipment finance against a given export order to discount / negotiate export documents with bank for post-shipment finance. It shall also allow them to understand the measures an exporter can take to manage risks involved in export business.

For Whom

This program is best suited for executives in the trade & industry engaged in export import business.

Warehousing Management

Duration : 1 Day

Program Director(s) / Faculty: Dr. Anupam Varma, Prof. Rajeev Sharma

Background

This program is designed to develop warehouse management expertise. Executives managing manufacturing distribution centers, export/import warehouses, e-commerce warehouses, courier and packaging centers, cold rooms, bulk storage, 3PL services, agri-warehouses, CFS/ ICDs, who would like to gain a better understanding of warehouse operations, design, and management, will potentially benefit from this programme. The program is designed:

- To understand the process of warehousing operations which will include - warehouse location, warehouse design, assessment of type of warehouse, warehousing Coordination and assessment, warehouse automation, warehouse storage and retrieval strategy and digital strategies and IT Infrastructure.

For Whom

Executives managing manufacturing distribution centers, export/import warehouses.

LEADERSHIP MANAGEMENT

Developing Winning Edge for Leaders

Duration : 3 Days

Program Director(s) / Faculty: Prof. K K Sinha, Prof. Akhil Pandey

Background

In the present business scenario, the role of a leader should involve better situational understanding and determined execution. Leaders with the desire to excel and strong determination will surely be instrumental in building a quality organization. Development oriented leaders have an interesting blend of knowledge, vigour and determination towards achievement of desired goals. They have broader roles to play in organizational transformation. This program is designed:

- To infuse participants with the traits that a leader must possess for organizational development.
- To facilitate participants in building up better learning of leadership qualities for present day organizations.
- To develop leadership traits to synergize personal and organizational needs for effective transformation of the organization and for its overall growth and development.

For Whom

Managers and Chief Managers.

Leadership Development Program

Duration : 4 Days

Program Director(s) / Faculty: Prof. K. K. Sinha, Dr. Parameswar Nayak

Background

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- To infuse participants with the traits that a leader must possess for organizational development.
- To facilitate participants in building up better learning of leadership qualities for present day organizations.

- To develop leadership traits to synergize personal and organizational needs for effective transformation of the organization and for its overall growth and development.

For Whom

Managers and senior managers in all types of business can benefit greatly from this training program.

Leading & Winning the EI Way: Emotional Intelligence (EI)/EQ Workshop

Duration : 2 Days

Program Director(s) / Faculty: Prof. Rajeev Sharma, Prof. Himanshi Tiwari

Background

The program examines the science of emotional intelligence and the compelling business case for its relationship to leadership success. It is designed to equip participants with the dynamic emotional skills that distinguish outstanding leaders from the average. The program is designed:

- To emphasize on the significance of EQ as an essential ingredient of leadership for empowering others efficiently to engage in their work.
- To understand the importance of EQ for developing personality & managing relationships.

For Whom

Junior and middle level managers.

Managing Diversity and Change

Duration : 3 Days

Program Director(s) / Faculty: Prof. Sunil Sangra, Dr. Nitika Sharma, Dr. Parameswar Nayak

Background

The objective of this program is to understand and develop competencies of diversity, innovation and change to meet desired level of performance and implement required frameworks and concepts for driving change in corporate organizations. The program is designed:

- To capitalize diversity for effective decision making.
- To manage Conflict for better negotiation.
- To lead and manage change.
- To understand the need for driving innovation.

- To understand the sense of urgency and liability.
- To create openness to new ideas and alternative ways of working.

For Whom

Senior and middle level corporate executives.

Managing Gen Y

Duration : 2 Days

Program Director(s) / Faculty: Dr. Parameswar Nayak, Dr. Jaya Gupta

Background

In today's economy, it is essential for all organizations to attract, retain and manage Generation Y employees in order to maintain competitive edge in their businesses. It is more challenging to create and maintain an effective work environment which can satisfy the workforce belonging to both Generation-X and Generation Y. While salary is the top factor in attracting Generation Y employees to a job vacancy, the new generation of workers places high priority on other employee benefits, which potential employers should keep in mind, among others to retain Millennial employees. The program is designed:

- To understand the different characteristics, principles, skills, styles and expectations of Gen-Y employees.
- To learn about the important ways of connecting to and managing Gen-Y for achieving competitive edge in business.
- To critically analyze the issues and challenges before the corporate managers today for reorienting organizational policies, systems and processes to ensure motivating and productive work culture.

For Whom

Officers of public and private sector organizations.

STRATEGIC MANAGEMENT

Corporate Entrepreneurship

Duration : 2 Days

Program Director(s) / Faculty: Dr. A. Sahay, Prof. N N Sharma

Background

The purpose of this course is to enrich the participants with an understanding of the corporate entrepreneurial (interchangeably used with intrapreneurship) process. There is no presumption that Corporate Entrepreneurship can be injected in all companies at all times. The leadership of the corporate entity makes the difference. The program is designed:

- To understand entrepreneurship issues and why it is urgent for the companies.
- To understand how can entrepreneurial culture survive and thrive within a corporation.
- To understand what models of corporate entrepreneurship have been successful/unsuccessful.
- For the development of corporate culture that nurtures high performance teams.

For Whom

CSR/ sustainability professionals working at all levels.

Creativity and Innovation

Duration : 2 Days

Program Director(s) / Faculty: Prof. Sunil Sangra, Prof. Rajeev Sharma

Background

Creativity plays a critical role in the innovation process and Innovation that markets value is a creator and sustainer of performance and change. In organizations, stimulants and obstacles to creativity drive or impede enterprise. Capacity to harness intellectual and social capital and to convert that into novel and appropriate things has become the critical organizational requirement of the age. The program is designed:

- To generate the idea and relevance of creativity & innovation in individual & organizational context.
- To examine the significance of creativity & innovation at workplace and at the individual level to develop organizational leaders and business leaders as well.
- To equip participants with the attitude to challenge status quo and stir their minds towards better outcomes.

For Whom

General profile working at all lower and middle levels in all types of business can benefit greatly from this training program.

Mergers and Acquisitions

Duration : 2 Days

Program Director(s) / Faculty: Dr. A. Sahay

Background

Mergers and Acquisitions have become an important strategy in corporate growth. Companies are finding difficult to keep pace with competitor through organic growth and find M&A a faster route not only to grow but to acquire supply & distribution channel, technology and to overcome R&R and environmental issues. The program is designed:

- To understand the application of mergers and acquisitions (M&As) as a form of corporate-level strategy.
- To learn about target identification, due diligence, business valuation and striking the deal.
- To get sensitized to the human face of M&As and to learn about what can go wrong with the strategy if M&As are not carried out with due diligence and rigor accorded to this aspect.

For Whom

Corporate development and planning professionals in all types of business can benefit greatly from this training program.

Research Methodology Using SPSS

Duration : 2 Days

Program Director(s) / Faculty: Prof. G N Patel

Background

Data analysis, an important branch in decision sciences, is very vital for researchers, engineers, managers and analysts for analyzing information and taking meaningful decisions. With the availability of various statistical techniques and user friendly statistical software, analysis of large amounts of data has become easy. There appropriate technique, selection of right software and interpretation of results. The program is designed:

- To make use of available statistical software packages like SPSS.

- To describe a number of different data analysis methods and examples of how they may be applied to solve and explain management research problems.

For Whom

The course is designed for practitioners and researchers who want to analyze data to draw meaningful and relevant conclusions.

Strategic Thinking and Innovation

Duration : 2 Days

Program Director(s) / Faculty: Prof. Sunil Sangra, Prof. Rajeev Sharma

Background

The main objective of this program is to understand and appreciate the need for developing competencies of strategic thinking and innovation, especially with respect to process excellence, results orientation, meeting customer expectations, entrepreneurial & commercial thinking and creativity & innovation; and to unleash their real potential for being more effective in current as well as higher roles of leadership through competency framework. The program is designed:

- To understand the concept of delivering results and meeting business expectations.
- To understand the importance of entrepreneurial and commercial thinking.
- To analyze the ways of performance excellence.
- To understand the role of continuous improvement in process excellence.
- For self assessment.

For Whom:

For middle level managers.

Superior Strategy Execution Through Mapping, Translating and Aligning Strategy

Duration : 2 Days

Program Director(s) / Faculty: Prof. Sunil Sangra

Background

Strategy execution has consistently been rated as the top most priority by senior management in worldwide surveys conducted by the Monitor Group and others. A mediocre strategy well executed is better than a brilliant strategy poorly executed. The program is designed:

- To identify barriers and drivers for successful strategy execution.

- To articulate strategy by building a strategy map.
- To plan strategy by developing a balanced scorecard.
- To develop measures and targets for identified strategic objectives.
- To align all elements of the organization to its mission and vision.
- To review the execution of strategy and adapt as needed.
- To communicate the strategy across the organization.
- To build the framework for a robust performance management system.
- To organize for effective strategy execution.

For Whom

Senior management from any business organization from any functional area.

Using Strategy for Creating a Sustainable Competitive Advantage

Duration : 2 Days

Program Director(s) / Faculty: Prof. Sunil Sangra

Background

A burgeoning economy creates several opportunities for rapid growth of business organizations. It is often seen that such opportunistic growth is anchored in the short to medium term achievement of goals. However, in their quest for long term sustained competitive advantage, organizations need to develop a clear focus on their purpose, vision and scope. These issues are best addressed by developing a strategic approach to business. The program is designed:

- To understand the role that strategy can play in creating enduring value.
- To understand the role of vision, mission and values in developing strategy.
- The meaning and value of competitive position and competitive advantage.
- To develop the ability to understand your competitors and their moves.
- To identify ways for growing businesses.
- To realize the hyper competitive nature of markets and the need to innovate.
- Issues in implementing strategy.

For Whom

Senior management from any business organization from any functional area and supporting role, who play or intend to play an important role in organizational growth.

SUPPLY CHAIN LOGISTICS AND OPERATIONS MANAGEMENT

Certified Supply Chain Manager

Duration : 4 Days

Program Director(s) / Faculty: Prof. Eugene Reuben

Background

Certified Supply Chain Manager training program provides the knowledge that helps to achieve profitability through supply chain efficiency and responsiveness. The time-tested principles allow you to fit your supply chain strategy with the overall business objectives and extend the scope throughout its partners and channel members. The program is designed:

- Learn the concepts and terms associated with SCM.
- To find out about the supply chain drivers and obstacles.
- To learn about supply chain channel members and strategic partners.
- To explore Lean, Six Sigma and theory of constraints.

For Whom

Professionals from all business functions.

Essentials of TQM: Empowering Employees Towards Business Excellence

Duration : 2 Days

Program Director(s) / Faculty: Prof Rajeev Sharma

Background

Total Quality Management (TQM) is a tool to set guiding principles that represent the groundwork of a continuously improving processes and organization. The TQM stresses on increased productivity, efficiency, effectiveness, customer satisfaction, and world-class performance. This program will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations. The program is designed:

- To generate the idea and relevance of TQM in individual & organizational context.
- To generate awareness among the participants about Costs associated with quality and their distribution over the process of quality management.
- To discuss the business Excellence model to highlight the implication of Quality mindset on business goals.

For Whom

General profile working at all lower and middle levels in all types of business can benefit greatly from this training program.

Global Supply Chain Management-“Working Towards Synchronized Supply Chains”

Duration : 1 Day

Program Director(s) / Faculty: Prof Rajeev Sharma

Background

To address the contemporary concern of working executives as to how to equip your supply chain for a downturn before it happens and respond effectively when it does. This program is designed to focus the middle and lower level executives, to cultivate the understanding of recession and its supply chain reactive aftermath. The program is designed:

- To generate the idea and relevance of supply chains as critical success factor for the business performance.
- To examine the significance of Inventory management, customer relationship management & vendor relationship management in the growing competition scenario.
- To equip participants with the understanding for supply chain dynamics, performance matrices and latest trends.

For Whom

General profile working at all lower and middle levels in all types of business can benefit greatly from this training program.

Global Supply Chain Management and Logistics

Duration : 2 Days

Program Director(s) / Faculty: Prof. Rajeev Sharma

Background

Globalization of businesses has transcended geographical boundaries and trade has become highly competitive for all products and services. The direct measure for differentiating winners from losers in businesses is integration of global supply chain and international logistics. With free flowing global information on all products & services, the markets are consumer driven and key to customer delight is through innovative and effective supply chain & logistics. The program is designed:

- To help the participants to get awareness to reduce cost and cycle (lead time) and improve quality of the products and the services and satisfy delights customers.

- To learn how to customize goods, contemporary goods/services, consistent quality and committed delivery of goods/services.

For Whom

Middle level executives & managers working in sales & supply, marketing & distribution, service management & engineering, stores, warehouses, transportation, logistics and commercial managers, procurement and vendor development, retail operations, clearing and forwarding companies.

Process Improvement

Duration: 3 days

Program Director(s) / Faculty: Dr. A. K. Dey, Prof. Somonnoy Ghosh

Even though most business organizations are structured functionally, business performance is governed by processes, some of which cut across functions. Managers focused on functional goals often miss adopting a process perspective of the business and end up sub-optimizing overall performance. Understanding processes is at the heart of improving business performance. Using real world case studies, exercises and simulations, the participants will engage in

- Analysing processes to understand simple flow concepts, bottlenecks, and capacity
- Understanding how variability affects process outcomes
- Using simple simulations to make process related decisions
- Exploring real world examples of process improvements that have led to significant improvement in performance

Quality, Lean Systems, and Six Sigma

Duration: 3 days

Program Director(s) / Faculty: Dr. A. K. Dey, Prof. Somonnoy Ghosh

Total quality, lean operations, and six sigma are no longer just buzz words. Hundreds of organizations world over, led by some of the best companies, have made quality a core competence by relentlessly pursuing excellence in their operations. This short programme will use real world case studies and examples of best practices to explore

- The multiple dimensions of quality from the perspectives of multiple stakeholders
- Statistical process control and process capability
- The concept and rationale behind six sigma
- The virtues of the Toyota Production System

Supply Chain Management

Duration: 3 days

Program Director(s) / Faculty: Dr. A. K. Dey, Prof. Somonnoy Ghosh

With India's present thrust on 'Make in India', designing, configuring and managing supply chains that align well with business goals and maximize value delivered to customers will be a key competence required of Indian organizations. Facilitated by experts who have years of experience both in the industry and in teaching, this programme will expose participants to

- Supply chain strategy, its linkage with business and operations strategy, and how to structure supply chain drivers to support the supply chain strategy
- Tools to design the supply chain network that optimize the value delivered to customers
- Practice-oriented approach to inventory management
- Tools to optimize total logistics costs and last mile delivery

Supply Chain Management-“Supply Chain a Critical Success Factor”

Duration : 2 Days

Program Director(s) / Faculty: Prof Rajeev Sharma

Background

Total Quality Management (TQM) is a tool to set guiding principles that represent the groundwork of Indian economy is growing at a pace, with leaps and bounces, past, now and future is growth bound, FDIs, emergence of retails industry, shift of power from manufacturers to retailers, competition has chosen a new reason in growth by focusing supply chains as strategies, and logistics as the must support to supply chains, emergence of supply chain solution providers, logistics service providers and of-course the opportunities to the people to seek carriers, growth and stability. The program is designed:

- To generate the idea and relevance of supply chains as critical success factor for the business performance.
- To examine the significance of inventory management, customer relationship management and vendor relationship management.
- To equip participants with the understanding for supply chain dynamics, performance matrices and latest trends and logistical management.

For Whom

General profile working at all lower and middle levels in all types of business can benefit greatly from this training program.

SUSTAINABLE DEVELOPMENT PRACTICES

Corporate Social Responsibility

Duration : 2 Days

Program Director(s) / Faculty: Prof. N.N. Sharma, Dr. Vineeta Dutta Roy

Background

The concern about the impact of business on society is a global one. It is driven by a gamut of dynamic societal expectations. In this context, the concept of Corporate Social Responsibility (CSR) has acquired newer dimensions. Philanthropy is significant but limited in its efficacy and scale to achieve the desired strides in sustainable and inclusive development. The program is designed:

- To build an understanding of the concept of Corporate Social Responsibility and Sustainable Development and how it is different from philanthropy.
- To understand the key challenges and issues and how CSR can act as a solution to those issues.
- To expose the managers to some of the best practices by the companies working towards sustainability.

For Whom

CSR/ sustainability professionals working at all levels.

Organization and Public Policy Issues

Duration : 1 Day

Program Director(s) / Faculty: Dr. Rahul Singh, Prof. N. N. Sharma

Background

Every organization is seen as a legal entity in economic and social circles. It has to survive in the common governance of the country, which demands respect for and co-existence with the public policies of the country/state. The economic and social environment of the state/country require every entity to present a holistic behavior which, when aligned with the public policies, create no mismatch or conflict. The program is designed:

- To develop the strategic concepts of knitting the organization and public policy.
- To develop an understanding of public policy issues; their impacts and benefits to the organization.
- To deliver a strategic document summarizing the organizational goals and public policy.

For Whom

Executives at middle and higher levels can benefit greatly from the brainstorming program.

Organizational Sustainability and Inclusiveness

Duration : 1 Day

Program Director(s) / Faculty: Dr. Rahul Singh, Prof. N. N. Sharma

Background

Sustainable business is the mantra for the organizations today. High consumer demands will act as a continuous source for development. Organizations will need to be more responsible and inclusive. For long term survival, inclusiveness would deem strategic networking of the organizations with no spat with government and society. Sustainability has been captured from the perspectives of sustainable and inclusive development. In an emerging market, organizations need to view both to avoid consequences of economic inequality. The program is designed:

- To develop the strategic correlation of sustainability and Inclusiveness.
- To capture all terminals of sustainable development and inclusive development.
- To develop the concepts of sustainability and inclusiveness and help align the business accordingly.

For Whom

Executives at middle and higher levels can benefit greatly from the brainstorming program.

Project Design & Management for NGO Managers

Duration : 7 Days

Program Director(s) / Faculty: Prof. N.N. Sharma, Dr. Vineeta Dutta Roy

Background

The role of Non Government organizations (NGO's) is supplementing the government actions for social development assumes greater importance today. Both national and international bodies are investing a huge amount of resources, both financial and human for implementation of several development projects both in rural and urban location. Therefore a training program is designed to impart basic project planning and management skills to the managers of NGO specially those who are involved in development projects. The program is designed:

- To help the participants update, acquire knowledge and get practical guidance to hone their skills for designing and managing social development projects effectively and efficiently.



For Whom

Persons working at the project level, managers of NGOs, development agencies, MSW, rural development professionals.