

No.42/29/2023-3Trg.
HARYANA GOVERNMENT
CHIEF SECRETARY OFFICE
TRAINING DEPARTMENT

Dated, Chandigarh the 28th August, 2023.

To

All the Administrative Secretaries of Haryana State.

Subject: - A suite of programmes at IIM Ahmedabad.

Sir/Madam,

I am directed to refer to communication, dated 21.08.2023 received via e-mail from Smt. Suman Verma, marketing Support – Executive Education, Indian Institute of Management Ahmedabad New Campus, Vastrapur, Ahmedabad-380015 on the subject noted above & to enclose a copy thereof for necessary action at your end.

The necessary action may be taken in view of Govt. Instructions No. 22/38/2010-4Trg, dated 21.12.2022.

Yours faithfully,

B. S. Raw
28/08/2023

Deputy Superintendent, Training
for the Chief Secretary to Govt., Haryana.

Endst. No. 42/29/2023-3Trg.

Dated Chandigarh, the 28th August, 2023

A copy of the above is forwarded to, **Smt. Suman Verma, marketing Support Executive Education, Indian Institute of Management Ahmedabad New Campus, Vastrapur, Ahmedabad-380015, w.r.t her email letter dated 21.08.2023.**

B. S. Raw
28/08/2023

Deputy Superintendent, Training
for the Chief Secretary to Govt., Haryana.

Fwd: A suite of programmes at IIM Ahmedabad

1 message

Prabhjot Singh <ssps@hry.nic.in>
To: branchtrg <branchtrg@gmail.com>

21 August 2023 at 12:26

From: suman-exed@iima.ac.in
To: "Prabhjot Singh" <ssps@hry.nic.in>
Sent: Sunday, August 20, 2023 10:43:32 PM
Subject: A suite of programmes at IIM Ahmedabad

Training Branch

Diary No. 113 134

Dated 23/08/2023

2
23/08/2023
STg.

Dear Sir/Madam:

Greetings from IIM Ahmedabad.

Hope you are doing good. We are glad to inform you that the Institute will be offering a suite of IIM Programmes in the coming months. We are providing a gist of these programmes and programme brochures attached with this email. Hope you will find them useful and interesting for your purpose.

Sr. no.	Programme name	Dates	Fee (INR)
1	Strategic Human Resource Management https://web.iima.ac.in/exed/programme-details.php?id=MTA3OA==	Sept 18 – 23, 2023	150,000
2	Taking People Along: Managing by Persuasion https://web.iima.ac.in/exed/programme-details.php?id=MTA4MA==	Sep 25 - 29, 2023	126,000
3	Understanding Bhagavad Gita: A Journey Towards Leadership Excellence https://web.iima.ac.in/exed/programme-details.php?id=MTA1MA==	Nov 8 – 10, 2023	85,000
4	Customer Based Business Strategy https://web.iima.ac.in/exed/programme-details.php?id=MTA4NA==	Nov 20 – 22, 2023	115,000

Happy to get into more details, if required. We look forward to receiving your interest and participation in the programme. Organisations can avail the benefits of early bird discount and multiple nominations as mentioned in the attached brochure.

Look forward to hearing from you.

Thanks and regards,
Suman



Suman Verma | सुमन वर्मा

Marketing Support - Executive Education | विपणन सहयोग - कार्यकारी शिक्षा

Phone: +91 79 7152 6403 | Mobile: +91 92277 93191

Indian Institute of Management Ahmedabad | भारतीय प्रबंध संस्थान अहमदाबाद

New Campus, Vastrapur, Ahmedabad 380015 | न्यू कैम्पस, वस्त्रापुर, अहमदाबाद

For IIMA Executive Education Programme Calendar: <http://bit.ly/3T2PiUS>

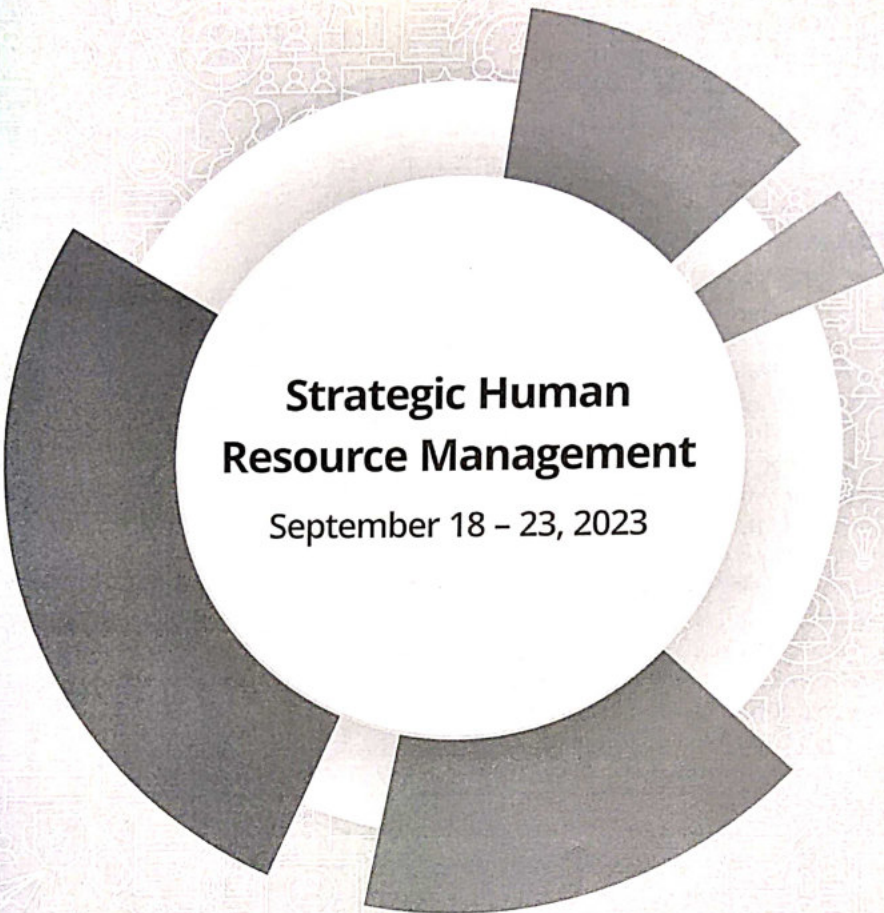
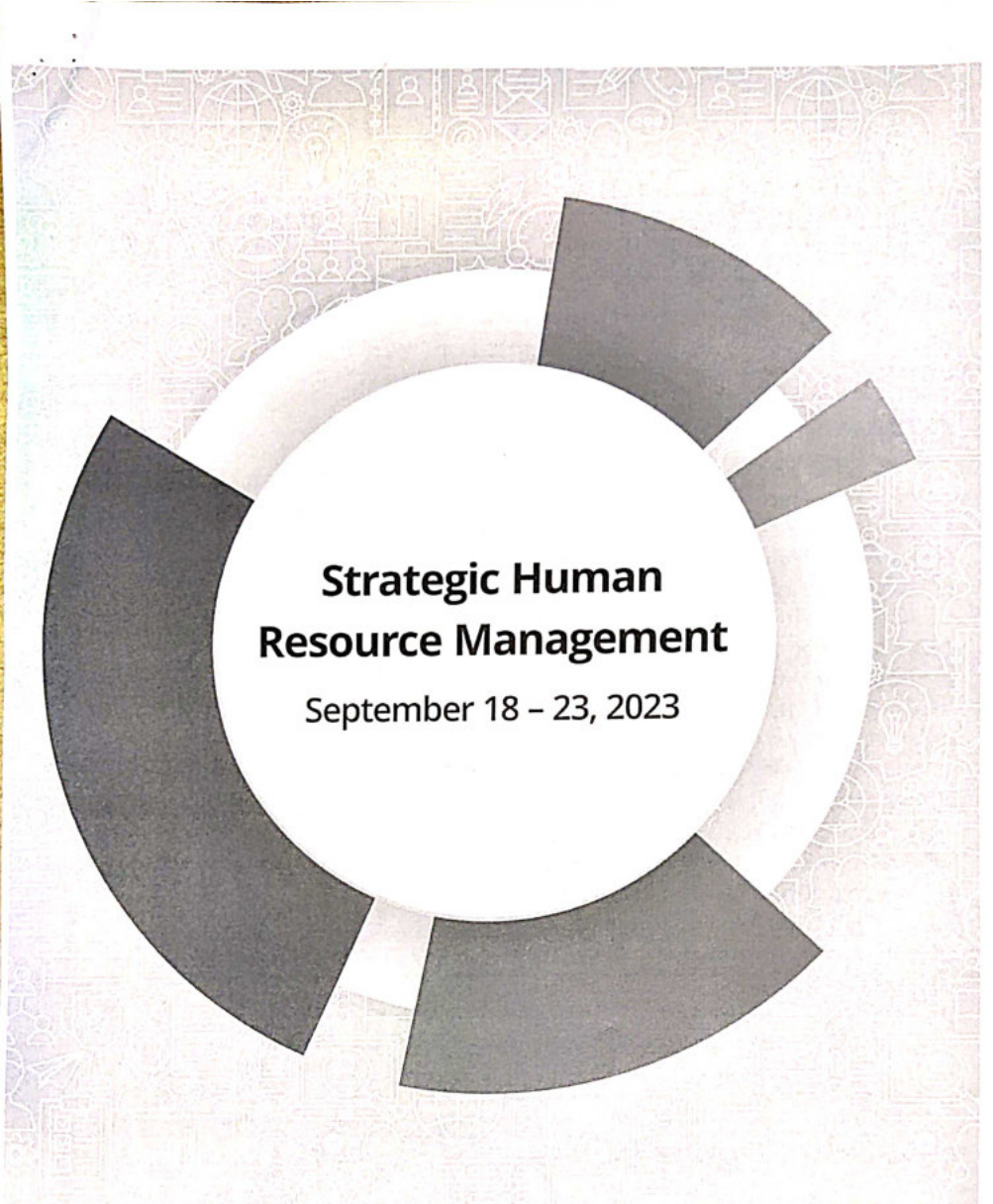


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हिंदी हमारी राजभाषा है, कृपया इसका अधिकतम प्रयोग करें।

4 attachments

-  **Taking People Along - Managing by Persuasion.pdf**
3874K
-  **Customer Based Business Strategy.pdf**
648K
-  **Understanding Bhagavad Gita- A Journey Towards Leadership Excellence_Final Version.pdf**
247K
-  **Strategic Human Resource Management.pdf**
712K



Strategic Human Resource Management

September 18 – 23, 2023



विद्याविनियोगाद्विकाराः

**Executive
Education**

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Strategic Human Resource Management

September 18 – 23, 2023

Programme Overview

In the current economy, organisations are facing rapid changes in the business environment. Technological innovations, wide fluctuations in economic conditions, political changes across the globe and changing social norms make it essential for organisations to look at their Human Resource Management practices differently. It is increasingly important for Human Resource Managers to find ways to create a sustainable source of competitive advantage through the engagement of talented people. Such sustainable advantage will enable the organisation to not only to respond effectively to competition but also to the dynamism in the business environment. With this perspective, IIM Ahmedabad is happy to offer its 19th offering on Strategic Human Resource Management.

Programme Highlights

- Strategic HR Diagnosis
- Designing Human Resource Systems for Sustained Competitive Advantage
- Managing in High Growth Industries: Strategic HR Issues
- Managing in Mature Industries: Strategic HR Issues

- Managing in Declining Industries: Strategic HR Issues
- Managing Professionals: Strategic Challenges
- Managing Sales Teams for Competitive Advantage
- Managing Entrepreneurial Organizations: Strategic HR Agenda
- Managing International Business: Strategic HR Issues
- HRM in M&A: Strategic Issues
- Managing Technology Platforms: Strategic HR Agenda
- Flexi Working: Strategic HR Agenda



Programme Overview

- Explore the significance of human resource management as a strategic tool in organisations.
- Develop the capability to understand strategic HR issues in organisations and thus enable the participants to make appropriate choices in a dynamic business environment.
- Build on skills to create sustainable sources of competitive advantage in organisations through the application of concepts of strategic human resource management.

Pedagogy

The programme will be primarily case-based with some background readings for the assigned case. Participants will receive the cases in advance to come prepared for the programme.

WHO SHOULD ATTEND

- CEOs, heads of HR and Strategic Management
- Those who are involved in strategic planning and implementation
- Those who are responsible for designing and implementing organisational structure and human resource management systems

Faculty

Prof. Sunil Maheshwari (Faculty Chair)

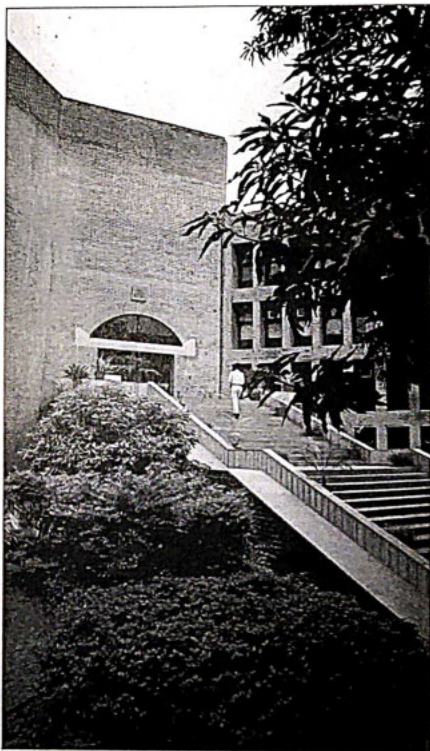
Email: sunilm@iima.ac.in

Prof. Biju Varkkey

Prof. Chitra Singla

Prof. Rajesh Chandwani

Prof. Sanjay Verma



How To Apply

To register for the programme, fill in the application form through the link below:

<https://bit.ly/3P0MHZE>

The closing date for receiving applications is **September 4, 2023**. All applications are subject to review and approval by the programme faculty (usually after the due date for receiving applications). A formal acceptance letter will be sent to the selected candidates. Applicants are requested to make their travel plans only after receiving the acceptance letter.

For more information, please write to us at exed@iima.ac.in or call at +91 79 7152 6400.

Certification

A Certificate of Participation will be issued to the participants at the end of the programme, subject to their having attended all the sessions of the programme. Absence from any session needs to be with the prior approval of the Programme Faculty Chair.

Venue & Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room



accommodation either on campus or with empanelled hotel partner.

IIMA norms do not allow participants to have guests staying with them during the programme.

Programme Fee & Payment

INR 150,000 plus GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fee, programme materials, boarding and lodging.

The programme fee along with the application form should be received by the Executive Education Office latest by **September 4, 2023**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If an application is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer

1. Name of Beneficiary: **Indian Institute of Management Ahmedabad**
2. Savings Bank A/c **IIMAHMOEP**
HDFC Bank Limited, Ahmedabad
Vastrapur Branch (IFSC Code:
HDFC0000048, MICR Code:
380240003)
3. Name of Remitter: _____
(Please mention the name of the
sponsoring organization)
4. Purpose of Remittance: **Strategic
Human Resource Management**
5. IIMA Permanent Account Number
(PAN): AAAT1247F
6. IIMA Tax Deduction Account
Number (TAN): AHMI00189A
7. IIMA GST Registration Number:
24AAAT1247F1Z4 (SAC: 999293)

After making the payment,
please email us the complete
transaction details so that we can
link your remittance with your
nomination.

[B] Payment Gateway

For more information, please visit the
respective programme on our website:
<https://bit.ly/3P1G7cc>

Discount

Early Bird Discount: Applications
received with payments on or before
August 28, 2023 will be entitled to an
early bird discount of 7%. Early
submission of fee and application does
not, however, guarantee acceptance of
the application.

Group Discount: Any organisation
sponsoring four or more participants
will be entitled to a discount of 7%
on the total fee payable provided that
at least four participants actually
attend the programme. Organisations
can avail themselves of both the
discounts subject to a maximum overall
discount of 10%.

Any organisation sponsoring 25 or
more participants across all the
programmes in one academic year will
be entitled to an overall discount of
15% on the programme fee payable.

The above discounts will be applicable
only when the requisite numbers of
participants actually attend the
programmes.

Programme dates and fee are subject
to change at the discretion of the
Institute.



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.

IIMA Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000/- + GST.

Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA- FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPX)
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme (FDP)
- Two-Year e-Mode (online + campus) Post Graduate Programme in Management (ePGP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)

The Institute has 100 plus faculty members working in the following management areas and centres:

Disciplinary Areas and Groups

- Centre for Management in Agriculture (CMA)
- Communication
- Economics
- Finance and Accounting
- Human Resources Management
- Information Systems
- Marketing
- Organizational Behaviour
- Operations and Decision Sciences
- Public Systems Group
- Ravi J. Matthai Centre For Educational Innovation (RJMCEI)
- Strategy

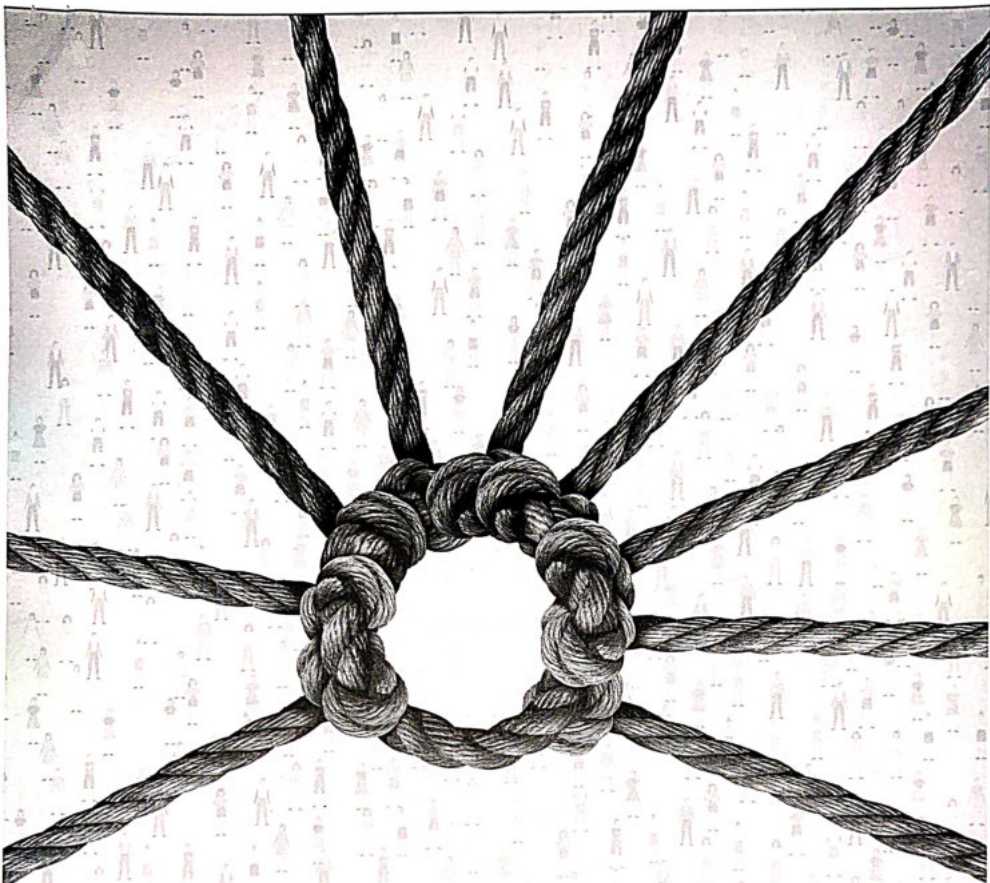
Interdisciplinary Centres

- Arun Duggal ESG Centre for Research & Innovation
- Ashank Desai Centre on Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
- Centre for Digital Transformation
- Centre for Innovation Incubation & Entrepreneurship (CIIE)
- Centre for Management of Health Services (CMHS)
- Centre for Transportation and Logistics
- Gender Centre
- India Gold Policy Centre (IGPC)
- JSW School of Public Policy
- Misra Centre for Financial Markets and Economy (MCFME)
- NSE Centre for Behavioural Science in Finance, Economics and Marketing



Executive Education

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD



Taking People Along: Managing by Persuasion

September 25 - 29, 2023



विद्याविनियोगादिकाः

Executive Education

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Taking People Along: Managing by Persuasion

September 25 - 29, 2023

Ever found it difficult to implement changes in your workforce because of resistance from your team? Or found yourself agreeing to a plan that you know is not going to work, but could not convince your peers of the pitfalls lying ahead? These are commonplace situations, which all of us face in one form or the other, regardless of our industry, organization or function. And this is where persuasion comes in.

In an organizational setting, we rarely work alone.

We constantly engage with various stakeholders, both internal and external. Research shows that it is not only intelligence and expertise that helps us succeed; persuasion and other communication skills are quite often the key differentiating factors between success and failure.

As a leader, you employ persuasive tactics regularly in your day-to-day functioning. You juggle multiple relationships with varied stakeholders, who play a key role in your work, but over whom you wield limited power. By now, you would have developed your own style of persuasion in your interaction with these stakeholders mostly through your personal experiences. Would you now like to systematically review, analyse and enhance your skills? Tailor it for different levels of audiences – peers, subordinates and top management? Refine it according to the medium and scope of communication? If yes, then this is the programme for you.

The programme will help you master the right persuasion tactics for different situations and contexts so that you are able to:

- Identify powerful tenets and principles of persuasion.
- Communicate during times of uncertainty.
- Resist persuasive communication tactics.
- Speak persuasively to large audiences.
- Use appropriate persuasive communication for:
 - Trusted, long-term relationships
 - Upward, downward and lateral relationships

The programme is designed to hone persuasive skills at two levels – individual level and organisational level. At the individual level, we will reintroduce you to different elements of persuasion and influence and enhance your interpersonal skills. At the organisational level, we will help you understand how different styles of persuasion work for different organizations, cultures and relationships. The best form of people management in organizations is built on persuasion – when people go along with you willingly. This is no cakewalk; there will usually be resistance. But if they go along willingly, you can concentrate on achieving goals without wasting our time worrying about sabotage or back-stabbing. Taking People Along: Managing by Persuasion will help you do that.

It does not matter what functional areas you are currently operating in. It does not matter whether you have an MBA or whether your managerial wisdom is distilled from experience. It does not matter whether you work with a large multinational company or a small non-profit company or run your own start-up. What really matters is a keen interest in taking your persuasive power to a higher level. We welcome participants from different backgrounds and different age groups because everyone benefits from the diversity.

We do not lecture. Instead, we help you plan and execute different acts of persuasion and reflect on them collectively and systematically. You will arrive at your own conclusions, adopt your own resolutions, and chart your own course based on your own individual personalities, strengths and weaknesses.

Apart from all this during the workshop, we will be happy to give you telephonic/online consultation and support for up to two months following the workshop.

Faculty

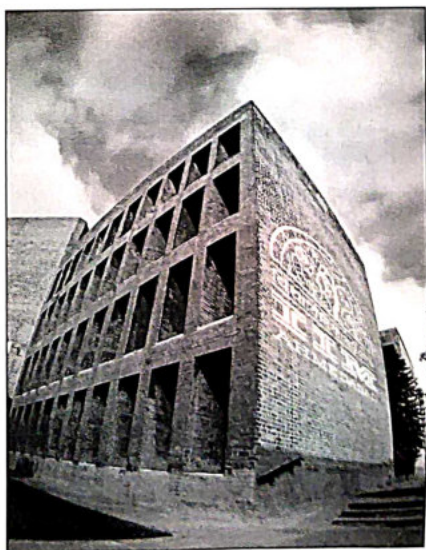
Prof. Vaibhavi Kulkarni (Faculty Chair)

vaibhavik@iima.ac.in

Prof. Mathukutty Monipally

Prof. Meenakshi Sharma

Prof. Neharika Vohra



Taking People Along: Managing by Persuasion

September 25 - 29, 2023

How to Apply

To register for the programme, fill in the application form through the link below:

<https://bit.ly/31GRJH5>

The closing date for receiving applications is **September 11, 2023**. The last date for early bird discount is **September 4, 2023**. All applications are subject to review and approval by the programme faculty (usually after the due date for receiving applications). A formal acceptance letter will be sent to the selected candidates. Applicants are requested to make their travel plans only after receiving the acceptance letter.

For more information, please email at suman-exed@iima.ac.in or call at +91 92277 93191.

Certification

A Certificate of Participation will be issued to the participants at the end of the programme, subject to their having attended all the sessions of the programme. Absence from any session needs to be with the prior approval of the Programme Faculty Chair.

Venue & Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation either on campus or with empanelled hotel partner.

IIMA norms do not allow participants to have guests staying with them during the programme.

Programme Fee & Payment

INR 126,000 plus GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fee, programme materials, boarding and lodging.

The programme fee along with the application form should be received by the Executive Education Office latest by **September 11, 2023**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If an application is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer

1. Name of Beneficiary: **Indian Institute of Management Ahmedabad**

2. Savings Bank A/c **IIMAHMOEP**

HDFC Bank Limited, Ahmedabad Vastrapur Branch
(IFSC Code: HDFC0000048, MICR Code: 380240003)

3. Name of Remitter: _____ (Please mention the name of the sponsoring organization)

4. Purpose of Remittance: **Taking People Along: Managing by Persuasion**

5. IIMA Permanent Account Number (PAN):

AAATI1247F

6. IIMA Tax Deduction Account Number (TAN):

AHMI00189A

7. IIMA GST Registration Number: 24AAATI1247F1Z4

(SAC: 999293)

After making the payment, please email us the complete transaction details so that we can link your remittance with your nomination.

[B] Payment Gateway

Please visit the following link for Payment Gateway:

<https://bit.ly/3MDVSTO>

Discount

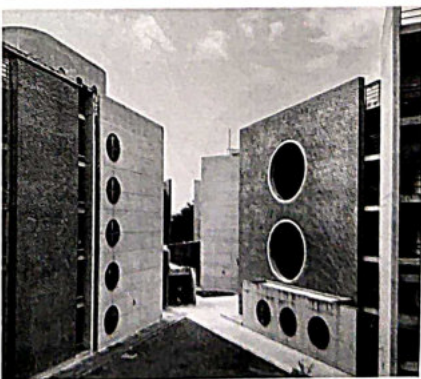
Early Bird Discount: Applications received with payments on or before **September 4, 2023**, will be entitled to an early bird discount of 7%. Early submission of fee and application does not, however, guarantee acceptance of the application.

Group Discount: Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Programme dates and fee are subject to change at the discretion of the Institute.



IIMA Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000/- + GST.

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 (MBA)
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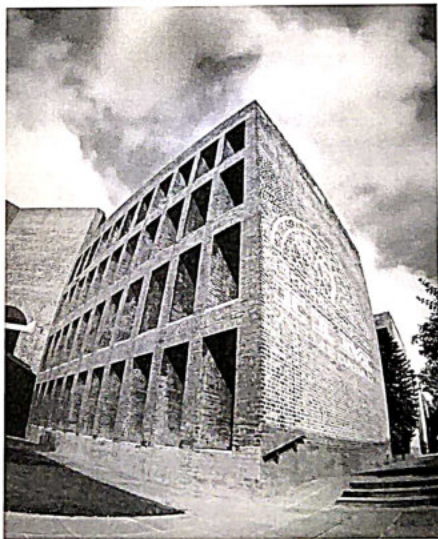
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- Strategy

Interdisciplinary Centres

- Arun Duggal ESG Centre for Research & Innovation
- Ashank Desai Centre on Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
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Executive Education

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Vastrapur, Ahmedabad - 380 015, India
Phone: +91-79-7152-6400 | Email: exed@iima.ac.in
Website: www.iima.ac.in/executive-education

Understanding Bhagavad Gita

A Journey towards Leadership Excellence

November 8 – 10, 2023



**Executive
Education**

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Programme Overview

The Bhagavad Gita is one of the great Indian works in terms of literature and philosophy. As an ancient Indian scripture, it provides many ways to explore contemporary management concepts, conflicts, dilemmas, and trade-offs in business.

Lessons from Bhagavad Gita suggest powerful ways to promote management practices that are consistent with business model and yet ethical. This course is focused on early reflections on those learnings. The course will also enable participants to develop competence to face challenging times in their career with aplomb and confidence. The programme aims to sensitise them on ways to develop themselves into effective leaders in the corporate world.

Objectives

The course is designed with the following objectives and learning outcomes:

- Gain insights into ethics and values to promote meaningful impact in organisations.
- Develop insights into how to make effective choices.
- Strengthen concepts of contemporary management and value-based leadership.
- Develop an understanding about leadership excellence.
- Acquire insights about how to lead a life with excellence and happiness.



Programme Contents

The key areas to be covered during the programme include:

- Values and ethics – Lessons from Bhagavad Gita
- Understanding behavioural orientation
- Understanding role, role conflict and outcome
- Essence of leadership excellence
- Managing self – A journey towards excellence and happiness

How to Apply

To register for the programme, fill in the application form through the link below:

<https://bit.ly/3NEj5pk>

The closing date for receiving applications is **October 25, 2023**. The last date for early bird discount is **October 18, 2023**. All applications are subject to review and approval by the programme faculty (usually after the due date for receiving applications). A formal acceptance letter will be sent to the selected candidates. Applicants are requested to make their travel plans only after receiving the acceptance letter.

For more information, please write to us at exed@iima.ac.in or call at +91 79 7152 6400.

Who Should Attend

The programme is intended for professionals and aspiring learners who would want to learn management techniques in decision making, leadership, motivation, strategy planning, negotiation, persuasion and building teams.

The applicants to the programme should have more than 5 years of work experience.

Pedagogy

The programme will include a mix of pedagogies including case discussion, video films and discussions.

Faculty

Prof. Sunil Maheshwari

(Faculty Chair)

Email: sunilm@iima.ac.in



Certification

A Certificate of Participation will be issued to the participants at the end of the programme, subject to their having attended all the sessions of the programme. Absence from any session needs to be with the prior approval of the Programme Faculty Chair.

Venue & Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation either on campus or with an empanelled hotel partner.

IIMA norms do not allow participants to have guests staying with them during the programme.

Programme Fee & Payment

INR 85,000 plus GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fee, programme materials, boarding and lodging.

The programme fee along with the application form should be received by the Executive Education Office latest by **October 25, 2023**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If an application is not accepted, the fee will be refunded to the person/organisation concerned.

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1. Name of Beneficiary: Indian Institute of Management Ahmedabad
2. Savings Bank A/c IIMAHOEP
HDFC Bank Limited, Ahmedabad
Vastrapur Branch (IFSC Code:
HDFC0000048, MICR Code: 380240003)
3. Name of Remitter: _____
(Please mention the name of the sponsoring organization)
4. Purpose of Remittance: **Understanding Bhagavad Gita: A Journey Towards Leadership Excellence**
5. IIMA Permanent Account Number (PAN): AAAT11247F

6. IIMA Tax Deduction Account Number (TAN): AHMI00189A

7. IIMA GST Registration Number:
24AAAT11247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

[B] Payment Gateway

For more information, please visit the respective programme on our website:

<https://bit.ly/43gXKZ0>

Discount

Early Bird Discount: Applications received with payments on or before **October 18, 2023**, will be entitled to an early bird discount of 7%. Early submission of fee and application does not, however, guarantee acceptance of the application.

Group Discount: Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

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- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPX)
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- Information Systems
- Marketing
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- Operations and Decision Sciences
- Public Systems Group

- Ravi J. Matthai Centre for Educational Innovation
- Strategy

Interdisciplinary Centres

- Arun Duggal ESG Centre for Research & Innovation
- Ashank Desai Centre on Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
- Centre for Digital Transformation
- Centre for Innovation Incubation & Entrepreneurship
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**Executive
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INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD



Programme Faculty
Prof. Abhinandan K Jain
Prof. Rama Bijapurkar
Prof. Amit Karna

CUSTOMER BASED BUSINESS STRATEGY

November 20-22, 2023
IIM Ahmedabad Campus

For more details: <https://bit.ly/3O6dwRS>

Customer Based Business Strategy

November 20-22, 2023

15th
Edition

The objective of this program is to enable business leaders to create strong businesses with sustainable business performance by learning how to embed customer centricity into their business strategy development and execution:

- Shifting the focus of business strategy from 'competitor/market/product centric' to 'customer centric'
- Generating insights and to develop dominant logic to be used for developing business strategy from the view of customer
- Developing a clear and customer based business-market strategy: where to play, how to win, and when to play what game

The Need for Change of Focus

In today's world, macro environmental disruptions and changes in technology and regulation are frequent and affect demand, supply and costs, even as they throw up new business opportunities. Competitive offerings are blurring boundaries of product categories and showing customers completely new ways to satisfy their needs. The world of customers is fast changing too, and their expectations and requirements are being shaped and reshaped by the choices available to them as well as by their life journeys. These changes are not limited to the pandemic and its after effects but have been in evidence for quite some time, well before the pandemic.

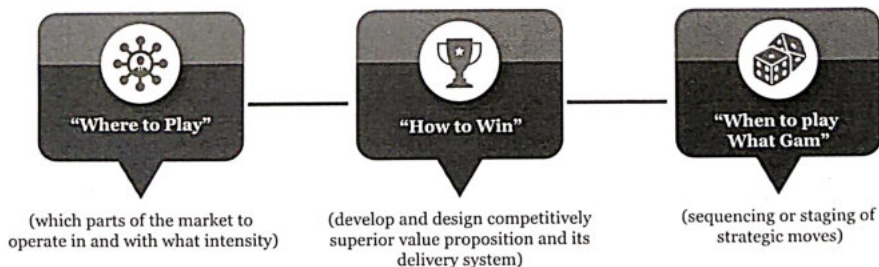
In such an environment, it is risky to make choices of business direction or decide how to respond to external disruptions or develop longer term business

strategy based on conventional supply side ideas of "industry" and "product category" and market based "just like me" competitors. **Threats may not be recognized till it is too late; opportunities may be missed; and the business value may stagnate or even erode.** Besides these, the instability of basing business strategy on shifting sands will weaken the organisation and responding continuously to competition moves or environmental shifts will exhaust its resources.

In order to achieve stability and deliver on goals relating to business purpose, growth and profitability, **companies need to continuously create better value for customers.** Their choice of business direction or paths to get to where they need or want to, and the capability to walk down those paths must be designed to achieve this.

Key Concept

At the heart of an effective business strategy is a clear business-market strategy or game, i.e., a set of integrated and coherent choices of



When this business-market game is clear and customer centric, companies do not end up as they often do with "follow the market trend" or "follow the competitor" strategies that result in their getting weaker as they pull themselves in many different directions and increase their operating complexity and cost.

Takeaways from this program

Conceptual clarity

- The difference in business direction resulting from the customer centric view *versus* an industry or supply sided view, hence clarity on need for customer centricity in business strategy
- Review of concepts and approaches to developing business strategy: purpose, different frameworks in use, how these have progressed and changed over time and pros and cons of each approach
- Understand the concepts of customer-centric business strategy, the business-market game, its link with business strategy
- Understand where and how to embed customer centricity into commonly used business strategy development approaches

Frameworks, tools and methodologies for developing a company's business-market game.

- Methodologies on how to be customer centered in various elements and analyses of business strategy development
 - Reading environmental and external shifts and trends to see how the future will unfold and to assess their impact on customers as well as implications for business strategy.
 - Deciding 'where to play' in terms of customer type and customer value segments and not just product or product-market or sales geography segments
 - Deciding how to 'play to win' in terms of developing rivalry propositions and customer perceived value advantage over current consumer behaviour.

- Designing the organization and sequence of activities in order to win in the chosen market

How to do Customer Based business-market segmentation for business market game: how to develop customer perceived value advantage over competition for achieving business purpose as well as customer centricity.

Pedagogy

Faculty led interactive sessions to introduce and explain concepts, tools and frameworks.

Case study discussions across sectors and contexts to deepen the learning through peer discussion, and learning from across industries and companies

Group work for active peer learning by participants to apply the concepts and frameworks, etc., with, and critique and support by faculty.

Who is this for

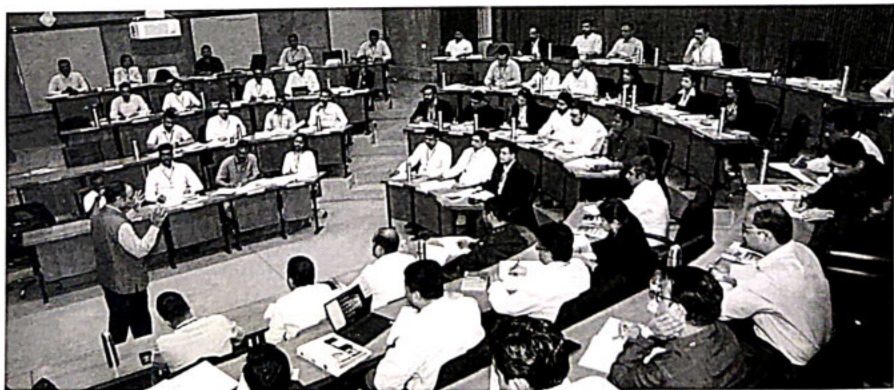
CXOs, Business Unit Leaders and Functional Heads

In B to B and B to C Businesses

Companies would benefit more from the programme by sponsoring a team of 3 to 5 senior executives.

Faculty Co-Chairs

- Prof. Abhinandan K Jain
(Email: akjain@iima.ac.in)
- Prof. Amit Karna (Email: karna@iima.ac.in)
- Prof. Rama Bijapurkar



Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **November 6, 2023**. The last date for Early Bird discount is **October 30, 2023**.

Organizational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

Online link to submit application:
<https://bit.ly/3Q6dwRS>

For more information, please contact:
Executive Education

Indian Institute of Management Ahmedabad
Vastrapur, Ahmedabad 380 015
Phone: +91-7152-6400
Email: suman-exed@iima.ac.in
Mobile: +91 92277 93191

Certificate

A certificate of participation will be issued to the participants at the end, subject to their having attended all the sessions of the programme.

Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests staying with them during the programme.

Programme Fee and Payment

INR 115,000 plus 18% GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **November 6, 2023**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organization concerned.

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer

1. Name of Beneficiary: **Indian Institute of Management Ahmedabad**
2. Savings Bank A/c **IIMAHMOEP**
HDFC Bank Limited, Ahmedabad Vastrapur Branch (IFSC Code: HDFC0000048, MICR Code: 380240003)
3. Name of Remitter: _____ (Please mention the name of the sponsoring organization)
4. Purpose of Remittance: **Customer Based Business Strategy**
5. IIMA Permanent Account Number (PAN): **AAATI1247F**
6. IIMA Tax Deduction Account Number (TAN): **AHMI00189A**
7. IIMA GST Registration Number: **24AAATI1247F1Z4 (SAC: 999293)**

After making the payment, please email us the complete transaction details so that we can link your remittance with your nomination.

[B] Payment Gateway:

Please visit the following link for Payment Gateway: <https://bit.ly/44iEOu1>

Discount

Early Bird Discount: Nominations received with payments on or before **October 30, 2023** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not, however, guarantee acceptance of the application.

Group Discount: Any organization sponsoring four or more participants will be entitled to a discount of 7% on total fee payable provided that at least four participants actually attend the programme. Organizations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organization sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

IIMA Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000/- + GST.

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 (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA- FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPM)
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme (FDP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)

The Institute has 100 plus faculty members working in the following management areas and centres:

Disciplinary Areas & Groups

- Centre for Management in Agriculture (CMA)
- Communication
- Economics
- Finance and Accounting
- Human Resources Management
- Information Systems
- Marketing

- Organisational Behaviour
- Operations and Decision Sciences
- Public Systems Group
- Ravi J. Matthai Centre for Educational Innovation (RJMCEI)
- Strategy

Interdisciplinary Centres

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- Ashank Desai Centre on Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
- Centre for Digital Transformation
- Centre for Innovation Incubation & Entrepreneurship (CIIE)
- Centre for Management of Health Services (CMHS)
- Centre for Transportation and Logistics
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- India Gold Policy Centre (IGPC)
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