



भारतीय प्रबंध संस्थान शिलाँग Indian Institute of Management Shillong

Certificate Course for Defense Personnel

About the Institute

The Indian Institute of Management, Shillong (IIMS) was established in the year 2007 by the Government of India, with the objective of offering world class management education and research in the country. Designated as an Institute of National Importance, IIM Shillong is the only IIM in the North Eastern region and has emerged as one of the top management institutes of the country. With a vision of providing excellence in management education and research, the Institute is committed towards promoting the ideal of sustainable development through ethical leadership. Towards this end, the institute offers a multitude of carefully designed academic and professional programmes. Apart from the flagship PGP courses leading to the degree of Master of Business Administration (MBA), the institute also offers Executive Post Graduate Programmes, short term certificate courses, Management Development Programmes (MDP's) and consultancy. In addition, it also has the prestigious PhD programme earlier known as the FPM programme.

Course Objectives

The course is intended to bring managerial lessons from the corporate world that would enhance the operational, financial, analytical, marketing, HR and IT skills of the experienced leaders from the armed forces in the mid and senior levels.

The course is structured to enable the officers to perform better in service during their tenure, handle diverse corporate roles as valued professionals in the corporate world or be entrepreneurs.

Program Details

This is a two months certificate program comprising of 3 Modules, totaling about 120 hours of work. The first four weeks will be divided into 2 modules of two weeks each, which will be followed by four weeks of Module 3.

Module 1 will comprise of course work where in concepts of general management would be covered, so, Module 1 will be an introductory module covering the following topics in 30 hours:

- Economics and Public Policy (3 sessions equivalent to 4.5 hours)
- Marketing Management (3 sessions equivalent to 4.5 hours)
- Operations and Quantitative Techniques (3 sessions equivalent to 4.5 hours)
- Information Systems (3 sessions equivalent to 4.5 hours)
- Finance and Accounting (3 sessions equivalent to 4.5 hours)
- Organisational Behaviour, Human Resources and Communication (3 sessions equivalent to 4.5 hours)
- Sustainability, Corporate Social Responsibility and Ethics (1 session equivalent to 1.5 hours)
- Strategic Management (1 session equivalent to 1.5 hours)

Module 2 will have four *electives, out of which a participant can choose any one based on his/her interest. So, Module 2 will have the following elective courses and will be covered in next 30 hours:

- Accounting and Finance
- Cyber Security and Data Representation & Analysis
- Distribution and Supply Chain Management
- Managing Organizational Change

The sessions related to Module 1 and Module 2 will be conducted on Monday, Wednesday, Friday and Saturday. There will be 15 contact hours per week, 3 hours each on the first three days of the week, and 6 hours on Saturday. The last four weeks i.e. Module 3 will be dedicated to project work (equivalent to 60 hours of Individual work) and will involve three interactions/presentations.

****An elective course will only be run if it has a minimum enrolment of 10 participants, however, a minimum of two electives will run. The preference of electives will have to be indicated at the time of applying for the course and for this, just refer to the Admission Form for 2019 Batch.***

Elective Modules

1. Accounting and finance

The two-week module on accounting and finance will focus on three distinct aspects- Understanding and Managing Business performance, Procurements and tax compliances (both direct taxes and indirect taxes) and Business Value drivers. This module will expose the participants to financial statements as a lens to view business performance, provide some strategies to manage costs and for efficient utilization of resources; it will also provide hands-on experience in using GeM for procurement and the various nitty-gritty's of tax compliances including GST; finally, the participants will have an exposure to the drivers of business value and how the value is assessed or captured by the capital market. The module includes:

Understanding and Managing Business Performance:

- Financial Accounting and Reporting
- Strategic Cost Management

Procurement and tax compliances:

- Concept of Direct Tax/ Indirect Tax & GST
- Business Processes under GST: Input Tax Credit
- GST-Various Returns and Modalities
- Procurements-GeM-Tax compliances

Business Value Drivers:

- Financial Management
- Valuation and value creation
- Capital Market

2. Cyber Security and Data Representation & Analysis

This module delves into two distinct aspects-Cyber Security, and Data Representation & Analysis. Both the aspects would be handled in hands-on mode, where the theoretical concepts would be supplemented by tools/simulations/applications.

The Cyber Security sub-module will cover the following:

- Introduction to Cyber Security and Protection
- Reconnaissance
- Sniffers

- TCP/IP Vulnerabilities
- Encryption and password cracking
- Spoofing
- Session Hijacking
- Hacking network devices
- Denial of Service Attack

The Data Representation & Analysis sub-module will cover the following topics:

- Introduction to Data Analysis
- Data Visualization using Tableau
- Modelling using spreadsheet
- Miscellaneous spreadsheet functions and techniques
- Spreadsheet database functions
- Decision tools–what if analysis
- Optimization using Solver
- Simulation backed decisions–Monte Carlo Simulation

3. Distribution and Supply Chain Management

Besides the weapon system, Defence and Armed force personnel also require associated maintenance infrastructure, together with an assured supply chain and complete infrastructure for training. Distribution and Supply Chain Management are key processes for military logistics in the future, the advancements in these concepts and processes are considered essential to improve the efficiency of the Army and DoD officers. Supply chain management is all about managing the hand-offs in a supply chain i.e. hand-offs of either information or product or funds. Supply chains are becoming the focus of efforts to improve efficiencies, enhance innovation and cut costs.

This module describes distribution and supply chain management, and introduces and discusses the essential skills and knowledge an officer must have to function effectively in a supply chain and distribution management environment. In this program the participants would be introduced to the supply chain concept and will explore the management of supply chains to improve an organization's overall supply efficiency.

The module includes:

- Linkages of Distribution and Supply Chain Management
- Contemporary Issues & Challenges in Distribution and Supply Chain Management (SCM)
- Understanding the supply chain: Performance, Drivers and Metrics
- Consumer Value, Customer Services & Channel Strategies
- Supply chain: Information Technology and business processes
- Lean Supply Chain
- Vendor Managed Inventory (VMI), Supplier selection and Coordination in SCM
- Flexibility of Supply Chain, Role of CRM and Knowledge management in SCM, Outsourcing and Postponement decision. Risk pooling
- Service Supply Chain, Concept and Failure recovery
- Sustainable Supply Chain, CSR through Supply Chain Management

4. Managing Organizational Change

The module aims to orient Officers from the Armed Forces towards the dynamics of Managing Change in groups and organizations. The module is specifically designed to develop and understanding into organizational change dynamics and how they may be different in different kinds of organizations – mainly other than those of the high command and control.

While Indian Organizations are experiencing tremendous pressures to revamp themselves to meet expectations of higher performance and service quality delivery. Organization wide changes get triggered as a consequence of changing global dynamics; evolving regulatory framework; superior performance expectations etc. While business organizations across national contexts are subjected to such pressures, triggered mostly externally, very few could realize the need to change on their own. While some statistics claim to have established organizations failures to change at an astonishing 70%. Consequences and outcomes of organizations not able to change get even more severe with the addition of complexities arising out of failed change interventions.

One of the reasons why organizations are not able to change is because their readiness is seldom understood and mostly misunderstood as resistance. This management clinic is designed to help Officers manage change within their command and also get attuned towards nuances of triggering change in a business organization and address issues which will be important for them to lead that change.

The module includes:

- Understand theories of organizational change and transformation
- Understand What and How of Organizational Change
- Changing Mental Models
- Learn to manage the Human Side of Systemic change

Program Learning Outcomes

At the end of the course, the participants are expected to

- Get a focus on profitability of operations.
- Transition from military leadership to corporate leadership requiring a team building/consensus approach.
- Complement the leadership and managerial experiences of officers and prepare them for industry processes and business requirements.
- Survive in a digital data driven decision-making environment.

Program Fee

The total fee for the program is INR 1,00,000/- plus 18% GST. Program fee includes tuition fee, course material, and access to Institute library and e-resources. Fee doesn't include travel, accommodation, boarding, medical or any other type of expenses.

The fee is to be paid via NEFT/ Direct Transfer to the following Account:

Name	Bank	Bank Address	Account No.	PAN No.	IFSC Code	Account Type
RGIM, Shillong	State Bank of India, Laitumkrah Branch	Lummourie, Shillong 793003	31136230995	AABTR3081M	SBIN0002081	Saving Bank

Fee can also be paid by DD in favour of RGIM Shillong, payable at Shillong.

How to Apply

For Online (NEFT/ Others) Program Fee payment: The application form can be downloaded from Institute website www.iimshillong.ac.in. The filled in form may be scanned and emailed to ccd@iimshillong.ac.in along with scanned copy of program fee remittance proof (showing transaction id or UTR no). No physical document/ form needs to be sent to the Institute for online fee transfers.

For Program Fee payment through DD: The application form can be downloaded from Institute website www.iimshillong.ac.in. The filled in form along with the DD (in favour of IIM Shillong, payable at Shillong) should be sent to The Director (Certificate Course for Defense), Indian Institute of Management Shillong, Mayurbhanj Complex, Nongthymmai, East Khasi Hills District, Shillong–793014, Meghalaya, INDIA. The envelope should be superscripted with the text “DEFENSE PROGRAM–2019”.

[Click Here to Apply](#)

Important Dates

- Application Form submission along with fee begins: 9th September 2019
- Last Date to submit Application Form along with fee: 5th October 2019
- Program Duration: 15th October 2019 to 15th December 2019

Note: Program will be offered for a minimum enrolment of 15 participants.

Program Chair: Certificate Course for Defense Personnel

Prof. Nitin

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