

MDP PROGRAMS 2020-21

PROGRAM TITLE	Practical Business Analytics using R
PROGRAM DIRECTOR	Basav Roychoudhury
DATE	8-12 Feb, 2021
INTRODUCTION	<p>Managerial decisions are often based on analysis of data, and this trend is growing by the day. In God we trust, rest is data – as the saying goes. Data is being accumulated at astronomical rate, thanks to availability of the Internet, e-Commerce, e Banking, POS devices, Bar Code Readers, RFID tags, and intelligent machines, especially in the age of Internet of Things (IoT) with machine-to-machine and device-to-device communications. Most of these data are useless unless someone analyzes them to discover actionable knowledge. This is where Business Analytics come in. Business Analytics is the analysis of data, most of the time resulting in formation of predictive models, which allows the communication of these results to customers, business partners, and colleague executives for effective decision-making.</p> <p>Data Mining, a tool for Business Analytics, has thus become a rapidly growing field where new techniques are developed to assist managers to make intelligent use of vast data repositories to derive useful information. A number of successful applications have been developed using data mining tools in the areas like customer relationship management, credit rating, fraud detection, etc.</p>
PROGRAMME OBJECTIVES	<p>This 5 day program intends to expose the participants to Business Analytics as a concept and deal with different data mining algorithms and techniques so that they can decide on their suitability for various business problems. The major focus of this will be to understand the use of the algorithms for specific business situations. However, while getting into these algorithms, the course intends to take an action oriented approach – thus it does not intend to delve into the theoretical details of the same. For this, participants will be using the open source statistical tool ‘R’ to analyze different open datasets using the knowledge gained from this course.</p>
PROGRAMME CONTENT	<ul style="list-style-type: none"> • Business Analytics - Overview • Understanding Data Mining Algorithms • Data Exploration and Dimension Reduction – Data Visualization • Estimation Methods • Classification Methods • Association Rules • Cluster Analysis
TARGET GROUP	<p>Prior exposure to programming will be beneficial, expertise in programming not required.</p>
TRAINING METHDOLOGY	
DURATION	5 days
LAST DATE FOR NOMINATION	25 Jan2021

PROGRAM TITLE	Building Effective Networks and Teams
PROGRAM DIRECTOR	Dr. Ridhi Arora
DATE	March 24-26, 2021
INTRODUCTION	The present times of disruptions, technological advancements and digital transformation has greatly influenced organizations to prepare their workforce for virtual high performing team leadership roles, which can facilitate cultural change in organizations. The focus of the training programme is to facilitate and guide participants in strengthening their team-building and team-management skills to accomplish high performance organizational goals through conduction of a series of interactive sessions, experiential exercise, guidance and feedback. In addition, the participants would also be imparted skills and competencies required for effective handling and undertaking of the virtual team leadership roles amidst the crisis/uncertainty situation. Participants would also be equipped with skills to make use of the developmental networks during the uncertain times.
PROGRAMME OBJECTIVES	The program objectives are: <ul style="list-style-type: none"> • To prepare teams for achieving high performance during the uncertain times and in a resource-constrained environment. • To nurture skills and competencies for undertaking collaborative team-based projects. • To understand the critical role of harnessing emotional intelligence among team members and leaders for high team performance. • To learn the art of influence and negotiation while managing teams to accomplish organizational outcomes. • To understand leading through crisis situation using virtual team leadership and developmental networks.
PROGRAMME CONTENT	The coverage of the training programme focuses on: <ul style="list-style-type: none"> • Knowing self and creating personal SWOT profiling. • Leadership styles and its impact on individual team members. • Managing personality dynamics in team functioning & performance. • Creating emotionally intelligent teams. • Leading teams in the times of uncertainty and crisis. • Avoiding the team pitfalls. • Collaborative and diverse teams' contribution in fostering innovative workplace behaviour. • Competencies for handling diverse teams. • Role of developmental networks in crisis management. • Managing team performance during the times of disruption. • Building virtual leadership and teams in the times of crisis.
TARGET GROUP	The target audience for the training programme include: <ul style="list-style-type: none"> • Managers/ executives from public and private sector organizations who seek to enhance team-based performance and effectiveness. • Team members who are on leadership and collaborative roles. • Leaders and managers working in cross-functional teams. • Corporate/Non-Corporate/NGOs/ other related sectors.
TRAINING METHDOLOGY	The training programme sessions would be conducted by the faculty of IIM Shillong, except for very few sessions that may be handled by the guest speakers from the industry. The sessions would be conducted using the interactive pedagogical tools like role-plays, psychometric profiling tools, self-reflection exercises, feedback, case -studies, discussions etc.
DURATION	The programme is scheduled for three days.
LAST DATE FOR NOMINATION	8 March 2021

PROGRAM TITLE	Business Modelling using Excel
PROGRAM DIRECTOR	Basav Roychoudhury
DATE	22-25 Feb, 2021
INTRODUCTION	<p>A manager managed, is managing and will manage with the help of information. As the businesses become intricate day by day, so does the volume and complexity of information flow, making the task of information retrieval from the underlying data ever more challenging. Thus, a proper understanding of information, its manipulation, storage and subsequent retrieval is of paramount importance for a successful manager.</p> <p>This program envisages to delve into using commonly available spreadsheet applications – elucidating how an omnipresent spreadsheet application can become a powerful tool at the hand of well-versed managers. As an acceptance of power and flexibility of spreadsheet applications, all enterprise systems – whatever form it may be in – allows exporting its data to a spreadsheet; this can then be used for different types of analysis by a skilled manager to extract valuable information aiding decision making, and might also include the use of simulation.</p>
PROGRAMME OBJECTIVES	<p>This 3 day program intends to expose the participants to Advanced Business Modelling through the use of Microsoft Excel.</p> <p>At the end of this course, a participant should be able to</p> <ul style="list-style-type: none"> • Use a spreadsheet package to perform typical calculations and undertake appropriate modelling • Use a spreadsheet package to aid in managerial decision making by analysing the available data • Use simulation-based insights for decision support
PROGRAMME CONTENT	<ul style="list-style-type: none"> • Introduction to Excel Functions – Text, Date & Time, Financial • Decision Structure, Compound Conditions, Conditional formatting, Data validation, Sorting • Database operations in Spreadsheet, Filtering Data • What if analysis • Using Solver and Pivot Tables
TARGET GROUP	Excel is a very extensive tool, and can be helpful to persons from different background. It is as important to a manager as it is to a self employed – be it businessman, lawyer, insurance agent, and the list goes on.
TRAINING METHDOLOGY	
DURATION	4 days
LAST DATE FOR NOMINATION	8 Feb 2021

PROGRAM TITLE	Data Analytics Tools and Models in Management
PROGRAM DIRECTOR	Prof Rohit Joshi
DATE	December 7-11 ,2020
INTRODUCTION	The proposed certificate programme aims at enhancing the knowledge base of the practitioner and academicians to handle the complex models in data analysis in management.
PROGRAMME OBJECTIVES	The programme provides an excellent opportunity to the potential researchers to gain hands on experience on Data Analysis Tools and Models in Management through lectures, case study discussions, and software applications.
PROGRAMME CONTENT	<p>Indicative Programme Contents</p> <ol style="list-style-type: none"> 1. Fundamentals of Data Analysis: Data measurement issues, data analysis tools and Techniques 2. Data Overload: Issues and Challenges 3. Hypothesis testing (Z, t, Chi-square,F test), ANOVA, MANOVA. 4. Correlation Analysis: Simple, Partial and Multiple. Regression analysis: Linear & Nonlinear, Problem of Multicollinearity, Heteroscedasticity & Auto correlation; and remedial measures. 5. Time Series Econometric Analysis: Data Stationarity, Granger Causality, Vector Error Correction (VEC) Model, Vector Auto Regression (VER) Model. 6. Forecasting Methods: Neural Networking & other models. 7. Multivariate analysis-I: Factor analysis, Cluster analysis, Discriminant analysis and applications. 8. Multivariate analysis-II: Structural Equation Modelling (SEM) and its applications. 9. Multi Criteria Decision Making (MCDM)-I: Analytical Hierarchy Process (AHP), ANP, Weighted Scoring Models, TOPSIS, Expert Choice Systems and applications. 10. Multi Criteria Decision Making (MCDM)-II: DEA for benchmarking; and Optimization Techniques. 11. Multi Criteria Decision Making (MCDM)-III: Interpretive Ranking Process (IRP).
TARGET GROUP	The programme is designed for those Practitioners and Academicians who are interested in learning a structured approach to engage their multifunctional teams and peers in effective Project Planning, execution and solution approaches within the framework of complex business challenges.
TRAINING METHDOLOGY	<p>The teaching methodology is blend of following approaches:</p> <ol style="list-style-type: none"> 1. Interactive Class Discussions 2. Case Studies Discussion 3. Software applications using SPSS, AMOS, DEAP and LINGO 4. Real-life Problem Formulation
DURATION	5 days
LAST DATE FOR NOMINATION	23 November 2020

PROGRAM TITLE	Developing Women Leadership in Disruptive Times
PROGRAM DIRECTOR	Dr. Ridhi Arora
DATE	Nov 3-5, 2020
INTRODUCTION	The recent wave of disruption in terms of the covid-19 pandemic, characterized by digital transformations has thrown great challenge for professionals across all the domains. As a result of which, it has become highly crucial for organizations to prepare their workforce to stay agile and resilient in the uncertain times. The call becomes altogether very much important for women executives who often face challenges in opting for middle and senior leadership roles as well as in driving career success in organizations. Considering this, our training programme takes a closer look on the critical challenges being faced by women executives today. Further, it focuses upon preparing women leaders for effectively leading change in the digital landscape and manage complexities of organizations while simultaneously driving their career success during uncertainty and disruption.
PROGRAMME OBJECTIVES	The programme is designed to enhance the leadership potential among women executives to effectively manage the times of disruption and uncertainty. The training programme would help participants to: <ul style="list-style-type: none"> • Understand their personal leadership style and act as a change catalyst in managing business and organizations during crisis. • Learn tools and techniques to stay resilient in the transforming world and overcome the unique barriers that hamper their career growth and advancement. • Plan their career advancement across organizational ladders using the support of mentors in times of crisis. • Learn to have access to community of peers and develop strategic networking for leadership roles in a transitioning environment.
PROGRAMME CONTENT	The coverage of the training programme would include: <ul style="list-style-type: none"> • Developing personal leadership profile, skills and competencies to effectively manage crisis. • Addressing challenges and barriers hindering career advancement. • Leading change in uncertain times. • Effectively utilize the role of mentors, sponsors and networks in driving career success. • Building teams and developmental networks for managing careers, organizational complexity. • Power, politics and gender stereotypes at workplace. • Strategies for managing work-life balance in the times of crisis.
TARGET GROUP	The programme has been designed for all women managers/professionals/entrepreneurs/business owners at any level of education employed in corporate, non-corporate, entrepreneurial/NGO as well as other related sectors. The programme would guide participants to strengthen their inner leadership potential and nurture requisite skills to prepare for middle to senior leadership positions in the times of disruption.
TRAINING METHDOLOGY	The training programme sessions would be conducted by the faculty of IIM Shillong, except for very few sessions that may be handled by the guest speakers from the industry. The sessions would be conducted using the interactive pedagogical tools like role-plays, psychometric profiling tools, self-reflection exercises, feedback, case -studies, discussions etc.
DURATION	The programme is scheduled for three days.
LAST DATE FOR NOMINATION	19.10.2020

PROGRAM TITLE	Finance for Non-Finance Executives
PROGRAM DIRECTOR	Dr.Naliniprava Tripathy
DATE	Mar 10-12, 2021
INTRODUCTION	Now a day, the world is moving at a higher stride, and companies need to think in terms of every action in financial terms for efficient decisions. Many times, non-finance executives predominantly executives without proper financial knowledge background need to take critical decisions, which involve substantial upfront investments in their organization. Finance for Non-Finance Executives program is specifically designed for non-financial managers. The program provides to gain insight into basic financial intelligence, working capital management, optimizing cost, how to make investment decisions for increasing the value of companies.
PROGRAMME OBJECTIVES	To impart the participant's hands-on experience on <ul style="list-style-type: none"> • understanding the implications of finance on various corporate activities to make decisions that have a positive influence on the company's performance • make the better allocation of resources over time under conditions of certainty and uncertainty • build up confidence on financial concepts
PROGRAMME CONTENT	<ul style="list-style-type: none"> • Basic Financial Intelligence Need for Organization: The Income Statement, the Balance sheet, and the Cash flow statement • Assess the financial health of the company • Managing working capital • Cost Optimizations • Sources of Finance • Cost of capital and related aspects • Evaluating Investment Projects • Introduction to Financial Markets
TARGET GROUP	<ul style="list-style-type: none"> • This programme is designed to help middle and upper-level executives in non-finance functional managers of Manufacturing, HR, Sales & Marketing, IT, Project engineering, and Service sector organizations to nurture their knowledge on financial intelligence for decisions. • This programme is also appropriate for entrepreneurs who need to improve their financial skills to make critical business decisions for cost savings, investment decisions, growth strategies, etc.
TRAINING METHDOLOGY	The programme is planned with a blend of lectures, case discussions, and experience sharing. Participants will be provided with the training materials.
DURATION	3 days
LAST DATE FOR NOMINATION	23th February 2021

PROGRAM TITLE	Financial Decision Making using Excel
PROGRAM DIRECTOR	Basav Roychoudhury, Mousumi Bhattacharya and Sharad Bhattacharya
DATE	28-30 Jan 2021
INTRODUCTION	The program aims to up skill the participants in forecasting of financial statements, financial modelling for project evaluation, valuations and provide an insight on how to convert the real world applications in Excel Spreadsheet Model.
PROGRAMME OBJECTIVES	The Programme aims to aid participants in their financial decision making/ planning process for day to day decision making.
PROGRAMME CONTENT	Indicative list of contents includes <ul style="list-style-type: none"> • Annual Financial Statements and Forecasting • Project Evaluation • Valuation, Project finance • Other Excel basics and advanced concepts • Other relevant contemporary issues.
TARGET GROUP	Executives from corporate and government sector, professionals and research scholars in the area of finance, banking or accounting.
TRAINING METHDOLOGY	Instructor lead training Task based learning Hands on experience
DURATION	3 days
LAST DATE FOR NOMINATION	21 December 2020

PROGRAM TITLE	Financial Management for Managers
PROGRAM DIRECTOR	Sharad Bhattacharya & Mousumi Bhattacharya
DATE	Nov 2-6 2020
INTRODUCTION	The course intends to improve the ability of the participants to judge the financial implication of their strategic decisions. Financial intelligence is utmost important to merit attention of non-finance professionals from fields as diverse as production, planning, operation, supply chain, customer support, marketing, sales, and human resource management.
PROGRAMME OBJECTIVES	<ul style="list-style-type: none"> • To develop the understanding of financial statements for better appraisal of an organisation's performance; • To understand cash flows and cost flows across the organisation • To have familiarity with capital budgeting decision and project investment appraisal. • To understand the cost management methods and tools • To understand the financial system
PROGRAMME CONTENT	<ul style="list-style-type: none"> • Understanding and Analysis of Financial Statements • Cash Flows and Cash Conversion Cycle • Capital Budgeting and Project Investment Appraisal • Cost Concepts and Break-even Analysis • Strategic Cost Management • Financial System
TARGET GROUP	The programme is designed to meet the needs of middle and senior level officers from Central and State Governments, PSUs of Central and State Governments, Autonomous Institutions and Private Sector Organisations managing a functional area other than finance.
TRAINING METHDOLOGY	Instructor lead training Task based learning
DURATION	5 days
LAST DATE FOR NOMINATION	16 October 2020

PROGRAM TITLE	Indian Way of Management
PROGRAM DIRECTOR	Prof. Debasisha Mishra
DATE	16-20, November, 2020
INTRODUCTION	<p>This course will try to take management learning from Indian ancient texts. The Indian ancient texts can be a great teacher to solve the management problems in today's organization. There will be effort to find out management learning from the stories.</p> <p>There is great effort in western management to follow procedures, whereas Indian do not believe in abiding rules and regulation in whole hearted manner. This behaviour of Indians may be related to their fundamental belief system.</p>
PROGRAMME OBJECTIVES	The strategic management literature is majorly influenced by western philosophy. The Indian approach to management can be quite different due to difference in Ethos. We have to capture India thought process to succeed in Indian scenario. The participants can develop new insight to strategic management after attending this course. The course will enable them to find the management learnings hidden in the Indian Mythology stories. It will allow to expand the minds of the students.
PROGRAMME CONTENT	<p>Session Topic</p> <p>Session 1: Introduction and Discussion on Evolution of Western Management Studies; Few Modern Management Terms</p> <p>Session 2 & 3: Tattvabodha (Ancient Indian Upanishad Text and it capture the Indian Thought)</p> <p>Sessions 4, 5, 6: Difference between Indian and Western Philosophy (Class Discussion)</p> <p>Sessions 6: Management Lessons from Chankya Arthasastra</p> <p>Sessions 7 & 8: Management Philosophy from Puranas and other Mythological Stories</p> <p>Session 9: Learning from Ramayan</p> <p>Session 10 Learning from Mahabharat</p> <p>Session 11: How Indian Spiritual System Created Wealth</p> <p>Session 12 Conclusion</p>
TARGET GROUP	Middle and Senior Managers of Organization
TRAINING METHDOLOGY	Class Room Teaching, Discussion and Small Case lets
DURATION	3-5 Days
LAST DATE FOR NOMINATION	2 November, 2020

PROGRAM TITLE	Marketing Innovation and Design Thinking
PROGRAM DIRECTOR	Dr. Gurpreet Kour
DATE	01st -03rd February 2021.
INTRODUCTION	This course focuses on building blocks to drive innovation at any stage of business development from developing an idea to leading a company. This program is designed to provide executives who have deep technical or functional experience with a thorough review and understanding of how to leverage key marketing concepts as they relate to new innovations and products. Through real -world examples, would learn to think about designing new or updated products, services or processes, the logistics of implementing those ideas, and how to do it all in the corporate environment or entrepreneurial space.
PROGRAMME OBJECTIVES	<ul style="list-style-type: none"> • Develop strategic framework to assessing market opportunities, leveraging market consistencies and value creation • Re-evaluate your product portfolio to bring new products to market faster and more efficiently • Build your own prototype for a product, service, or business design • Customer journey mapping and integrate customers into innovation process • Understand the potential of disruptive and open innovation models
PROGRAMME CONTENT	<ul style="list-style-type: none"> • Introduction to design thinking • Journey mapping and ideation • Business model canvas and design research strategy • Communicating ideas and storytelling • Framework of design thinking to generate innovative ideas • Launch design and service design innovation
TARGET GROUP	<ul style="list-style-type: none"> • Product Managers • Social Media Managers • Small Business Owners • Entrepreneurs • Advertising Executives • Marketing Students • Marketing Managers • Project Managers
TRAINING METHDOLOGY	Live projects, case study, videos and module- based assignments, Interactive sessions with field experts, online lectures, break out room exercises
DURATION	2 days
PROGRAMME FEE	INR 35000 (tentative)
LAST DATE FOR NOMINATION	18th January 2020

PROGRAM TITLE	Marketing your business Online
PROGRAM DIRECTOR	Dr. Gurpreet Kour
DATE	27th -30th January 2021.
INTRODUCTION	<p>This workshop focuses on key marketing concepts and strategic issues to answer marketing question of what and how am I selling to whom? And secondly, how do I best leverage my limited marketing resources?</p> <p>The modules are designed to enable participants to a flexible way of thinking about marketing problems and how to put together a highly effective online marketing strategy. It teaches you how you can carve out a space for your brand and business online.</p>
PROGRAMME OBJECTIVES	<ul style="list-style-type: none"> • To understand focused strategic marketing constraints and issues confronted by manger/ enterprise/small businesses • To identify and evaluate Marketing opportunities critical for your business • To create communication strategy for online marketing and valid content proposition • To learn major marketing/sales tools are most useful in an enterprise setting
PROGRAMME CONTENT	<ul style="list-style-type: none"> • Identify opportunities and market development • Omni channel Communication strategy • E-commerce models • Interactive content creation • Building customer relationship
TARGET GROUP	<p>Individuals: For executives, professionals, new leaders and small business owners</p> <p>Organizations: For teams of managers with common developmental needs in specific areas</p>
TRAINING METHDOLOGY	Live projects, case study, videos and module- based assignments, Interactive sessions with field experts, online lectures, break out room exercises
DURATION	2 days
PROGRAMME FEE	25,000/- (tentative)
LAST DATE FOR NOMINATION	11th January 2021

PROGRAM TITLE	Leveraging Resources for Organization Excellence
PROGRAM DIRECTOR	Prof Rohit Joshi
DATE	November 16-20,2020
INTRODUCTION	With the dynamically changing scenario, the enterprises are essentially calling for increasingly rapid returns on investment and customers showing a preference for personalization and convenience over price. Resources management is all about managing the hand-offs in a supply chain i.e. hand-offs of either information or product or funds. Resources management is becoming the focus of efforts to improve efficiencies, enhance innovation and cut costs. In this program the participants would be introduced to the Resources management concept and will explore the management of processes to improve an organization's overall supply efficiency.
PROGRAMME OBJECTIVES	In this program we will view the Process Map from the point of view of a manager who has to deal within and outside the premise. The objective of the program is to understand how resource decisions impact the performance of the firm as well as the entire profitability of the organisation.
PROGRAMME CONTENT	Some of the inclusions of this programme are: Strategic Concepts, Tools and Techniques of Resources Management using different case studies, Key drivers of Resources management performance and their inter- relationships with strategy and other functions of the company such as marketing, manufacturing and accounting, Resources management and design problems, Complexity of inter-firm and intra-firm coordination in implementing programmes such as e-collaboration, quick response, jointly managed inventories and strategic alliances, Enablers and barriers companies face during the implementation of new resources management strategies.
TARGET GROUP	The programme is primarily targeted at Managers, Supervisors and Administrators, who are responsible for planning, executing, monitoring and control of activities in their enterprises. Also this program is useful for faculty members /researchers who are working in field of Supply chain or presently doing research or planning to get into teaching Process Management.
TRAINING METHDOLOGY	<ol style="list-style-type: none"> 1. Interactive Class Discussions 2. Case Studies Discussion 3. Real-life Problem Formulation 4. Games
DURATION	5 days
LAST DATE FOR NOMINATION	2nd November 2020

PROGRAM TITLE	Contemporary Project Management and Execution
PROGRAM DIRECTOR	Prof .Rohit Joshi
DATE	October 12-16, 2020
INTRODUCTION	<p>Projects are temporary endeavors undertaken to create a new product or a service, which involves large capital investments. Managing these projects requires the application of various knowledge skills, tools and techniques in order to meet the stakeholders' needs and expectations. This involves balancing of competing demands among scope, time, cost and quality as well as meeting differing needs and expectations of various stakeholders. An effective project management breaks down the chaos of an overwhelming workload into manageable elements-scope, time, cost, quality, human resources, communication, risk, procurement, and integration.</p> <p>In today's milieu these development projects/ programmes are increasingly complex and implemented under extremely tight time and financial constraints. While project managers in NEC often have the knowledge of the content their project covers, management knowledge is frequently limited to what they have learnt by doing. There are, however, a wide range of project management tools and techniques that could make their work much more efficient and streamlined</p>
PROGRAMME OBJECTIVES	<p>Often organizations end up wasting a lot of time and resources drafting unsuccessful proposals by staff not duly equipped to translate the needs of the organization into project proposals attractive to the fund providers. This course aims to equip and empower NEC project managers with project design, planning, monitoring and communication tools that will significantly simplify their daily work. It will also help participants to understand what it takes to draft a successful proposal, how to evaluate a proposal and finally how to audit the implementation thorough a proper dynamic assessments. The broad objectives are:</p> <ul style="list-style-type: none"> To understand arts and artifacts of preparation of project proposal To design, plan, implement, and monitor projects in a more consistent, reliable and predictable manner To acquire a range of practical tools which will enable them to better manage projects To familiarize with methods and procedures of project finance To understand the most useful Monitoring and Evaluation tools To understand how to adapt their own project to the requirements of stakeholders To enhance their skills to draft a sound proposal using the log frame as a basis To identify common project failure and success factors and tying them with the processes To understand IT enabled Project Management Enhancement, Project automation systems To provide an insight into project leadership and project risk management To get an insight into a structured Project Closure with Detailed Project Report
PROGRAMME CONTENT	<p>This course is specially designed for the Executives of various Organizations working on varied projects to provide understanding of concepts and contents of contemporary project management. The participants will be exposed with all the four (Financial, Technical, Personal and Organizational) dimensions in four phases (Formulation, Financing, Execution and Assessment) of project life cycle. This comprehensive training program consists of four modules. Each module intends to acquaint the participants with the latest tools and techniques of project management.</p>
TARGET GROUP	<p>The programme is designed for those Practitioners and Academicians who are interested in learning a structured approach to engage their multifunctional teams and peers in effective Project Planning, execution and solution approaches within the framework of complex business</p>

	challenges.
TRAINING METHDOLOGY	The teaching methodology is blend of following approaches: Interactive Class Discussions Case Studies Discussion Real-life Problem Formulation Games
DURATION	5 days
PROGRAMME FEE	
LAST DATE FOR NOMINATION	28 th September 2020

PROGRAM TITLE	Creative Problem Solving and Innovation Techniques for Organization Excellence																																
PROGRAM DIRECTOR	Prof Rohit Joshi																																
DATE	October, 05-09 2020																																
INTRODUCTION	<p>In today's highly competitive milieu, adopting innovation to occupy a prominent position in the market, is a must for companies. Creative Thinking is the base of any innovation. Creative ideas do not suddenly appear in people's minds for no apparent reason. Rather, they are the result of trying to solve a specific problem or to achieve a particular goal. Albert Einstein, Leonardo da Vinci, Thomas Edison and other creative geniuses did not wait for ideas to strike, rather that were the result of a huge amount of mental problem solving trying to close a discrepancy between the problems and as they were understood at the time. This means that Managers and anyone else who solves scores of problems daily, must adopt methods of solving problems that yield tangible results. This Management Development Program is designed with this objective in mind.</p> <p>This approach has been formalised as Creative Problem Solving (CPS). CPS is a simple process that involves breaking down a problem to understand it, generating ideas to solve the problem and evaluating those ideas to find the most effective solutions. Highly creative people tend to follow this process in their heads, without thinking about it. Less naturally creative people simply have to learn to use this very simple process.</p> <p>The CPS program (3 days or 5days) is designed to provide an understanding of problem solving and creative process in a systemic framework.</p>																																
PROGRAMME OBJECTIVES	<p>The specific learning objectives can be listed as to:</p> <ol style="list-style-type: none"> 1. Identify key problems, their root causes, structure them, grasp the creative process and appreciate the use of divergent thinking in open ended problems. 2. Imbibe the value of looking at problems from opportunity perspective. 3. Apply creative problem solving techniques for idea generation and structuring in a systematic manner. 4. Utilize creative techniques in real-life contexts such as competitiveness, ebiz, entrepreneurship, innovation, knowledge management, learning, quality. 																																
PROGRAMME CONTENT	<p>The Program is designed into following three modules: Module 1: Opportunities/Problems Structuring, Creativity and Idea Generation Module 2: Idea Structuring: Tools and Techniques Module 3: Cases, Application and Practitioner Perspective Tentative Session wise Plan*</p> <table border="1"> <thead> <tr> <th>Session No</th> <th>Content</th> </tr> </thead> <tbody> <tr> <td colspan="2">Module 1: Opportunities/Problems Structuring, Creativity and Idea Generation</td> </tr> <tr> <td>1</td> <td>Opportunity and problem finding: Osborne/Parnes Approach</td> </tr> <tr> <td>2</td> <td>Problem Structuring</td> </tr> <tr> <td>3</td> <td>Perspective of Creativity; NGT, Brainstorming, Context: integrating theme/emerging industries</td> </tr> <tr> <td>4</td> <td>Idea Generation techniques: Attribute listing, Morphological analysis</td> </tr> <tr> <td>5</td> <td>Divergent Techniques Synectics</td> </tr> <tr> <td>6</td> <td>Group Exercise</td> </tr> <tr> <td colspan="2">Module 2: Idea Structuring</td> </tr> <tr> <td>7</td> <td>Idea Structuring: Graphical tools, ISM, Relationship exercise</td> </tr> <tr> <td>8</td> <td>Flexible System Management, SAP LAP Analysis, Flexibility Influence Diagram</td> </tr> <tr> <td>9</td> <td>Group Exercise</td> </tr> <tr> <td>10</td> <td>Scenario Building, Harva Method</td> </tr> <tr> <td colspan="2">Module 3: Cases, Application and Practitioner Perspective</td> </tr> <tr> <td>11</td> <td>Option Field/ Profile Methodology, Individual and group Creativity, TRIZ,</td> </tr> <tr> <td>12</td> <td>Creativity Application in Business: SCM/SRM/TQM/KM/BPR</td> </tr> </tbody> </table> <p>*May be modified as per the need of the participants Indicative Readings Reading material would be provided.</p>	Session No	Content	Module 1: Opportunities/Problems Structuring, Creativity and Idea Generation		1	Opportunity and problem finding: Osborne/Parnes Approach	2	Problem Structuring	3	Perspective of Creativity; NGT, Brainstorming, Context: integrating theme/emerging industries	4	Idea Generation techniques: Attribute listing, Morphological analysis	5	Divergent Techniques Synectics	6	Group Exercise	Module 2: Idea Structuring		7	Idea Structuring: Graphical tools, ISM, Relationship exercise	8	Flexible System Management, SAP LAP Analysis, Flexibility Influence Diagram	9	Group Exercise	10	Scenario Building, Harva Method	Module 3: Cases, Application and Practitioner Perspective		11	Option Field/ Profile Methodology, Individual and group Creativity, TRIZ,	12	Creativity Application in Business: SCM/SRM/TQM/KM/BPR
Session No	Content																																
Module 1: Opportunities/Problems Structuring, Creativity and Idea Generation																																	
1	Opportunity and problem finding: Osborne/Parnes Approach																																
2	Problem Structuring																																
3	Perspective of Creativity; NGT, Brainstorming, Context: integrating theme/emerging industries																																
4	Idea Generation techniques: Attribute listing, Morphological analysis																																
5	Divergent Techniques Synectics																																
6	Group Exercise																																
Module 2: Idea Structuring																																	
7	Idea Structuring: Graphical tools, ISM, Relationship exercise																																
8	Flexible System Management, SAP LAP Analysis, Flexibility Influence Diagram																																
9	Group Exercise																																
10	Scenario Building, Harva Method																																
Module 3: Cases, Application and Practitioner Perspective																																	
11	Option Field/ Profile Methodology, Individual and group Creativity, TRIZ,																																
12	Creativity Application in Business: SCM/SRM/TQM/KM/BPR																																
TARGET GROUP	The programme is designed for those Practitioners and Academicians who are interested in learning a structured approach to engage their multifunctional teams and peers in effective problem definition and solution approaches for complex business challenges.																																

TRAINING METHODOLOGY	<p>Course Pedagogy The teaching methodology is blend of following approaches:</p> <ol style="list-style-type: none"> 1. Interactive Class Discussions 2. Case Studies Discussion 3. Real-life Problem Formulation 4. Games <p>Instructional Approach The program will be completed in 3 days within 12 * 90 minutes interactive sessions with a judicious mix of lectures, case discussions, experience sharing, simulations and role-play shall form part of the methodology. The participants would develop an action-plan for implementation at the end of the workshop. This wide variety of learning methods is intended to develop both the necessary knowledge and practical skill level necessary to be a professional project manager/consultant/advisor. It is essential that everyone come prepared for class, as it depends heavily upon participation</p>
DURATION	3 days
LAST DATE FOR NOMINATION	30 st September 2020

PROGRAM TITLE	Lean six sigma green belt
PROGRAM DIRECTOR	Prof. Rohit Joshi
DATE	November 09-11,2020
INTRODUCTION	<p>Six Sigma is a business strategy that focuses on improving customer requirements understanding, business systems, productivity, and financial performance. Six Sigma can be seen as a philosophy or strategy used to improve the efficiency and effectiveness of business processes to meet or exceed customers' needs and expectations. Six Sigma is accoutered with following key elements or features, which when properly applied will ensure business success: customer focus, data driven analysis, statistically based decisions, root cause problem identification and elimination, process oriented thinking, process control mechanism to sustain improvements and sharing of results.</p> <p>The term 'Lean Thinking' refers to the use of ideas employed to improve the processes in all departments of an enterprise. Now days we are hearing about term 'Lean Six sigma' into a greater frequency because process implementation requires aspect of both approaches to attain positive results. Lean Six Sigma combines the power of Six Sigma i.e strategic alignment, customer focus and rigorous analytical tools with Lean focus on speed, delivering quantum leap in performance improvement with breakthrough results.</p>
PROGRAMME OBJECTIVES	The course is targeted at students who need to develop a general awareness of Six Sigma and Lean Thinking: what it is, why it matters, what makes it successful. The aim of the course is to familiarize the students with basic quality management principles and further build on an in-depth knowledge of Six Sigma and Lean Thinking methodology to deal with problems independently. In this course, with the help of the relevant software (Minitab, iGraphx), we as a team would try to develop Six Sigma experts so that they could take up the onus of sustaining the Six Sigma movement further on their own.

PROGRAMME CONTENT	<ol style="list-style-type: none"> 1. Introduction to Six Sigma Methodology; Identification, Prioritization and selection of Improvement opportunities Roles & responsibilities in Six Sigma implementation, Over view of Six Sigma Project execution [DMAIC (Define- Measure- Analyze- Improve & Control)] 2. Development of business cases. Translating the needs of the customer into the specific requirements - Development of Project Team and Charter, Define and Map Processes to be improved (SIPOC / COPIS); Identification of Critical to Customer (CTC) / Critical to Business (CTB) characteristics. 3. Data Collection planning, Type of Data, Introduction to statistical software packages for data display and analysis, Measurement System Evaluation (Gauge R&R) for variables as well as attribute data, Understanding variation-special causes vs. common causes through dot plots, box plots, histogram and control charts, Stratification methods through Pareto, Bar Diagrams, stratified dot plot, etc, Evaluation of Process Capability and Sigma level. 4. Process mapping including activity flow chart, identification of value-added and non-value-added activities (Lean Sigma), Organizing for potential causes using cause and effect diagram, Verification/validation of causes using work place investigation (GEMBA), FMEA, Concept of correlation and Regression and use of the same in validating causes, Concepts of Test of Hypothesis, Concepts of industrial experimentation. 5. Selection and prioritization of solutions for the validated causes including concept of risk analysis, developing plan for pilot and full scale implementation. 6. Development of the process control plans, Evaluation and monitoring mechanism (SPC), process audits, comparison of results after implementation of the solutions, institutionalization and integration of the solutions, project closure.
TARGET GROUP	The Certificate programme is designed for those Practitioners and Academicians who are interested in learning a structured approach to engage their multifunctional teams and peers in effective problem definition and solution approaches for complex business challenges.
TRAINING METHDOLOGY	Through CONTINUOUS LEARNING AND INTERATIVE PROGAMME, Conducting test with Real time application of projects with exposure to data analysis using simple
DURATION	3 days
LAST DATE FOR NOMINATION	26 October 2020

PROGRAM TITLE	Strategy for Growth and Entrepreneurship
PROGRAM DIRECTOR	Prof. Debasisha Mishra
DATE	December 14-16,2020
INTRODUCTION	The programme will provide basic information for growth and starting a new entrepreneurial venture.
PROGRAMME OBJECTIVES	To help the participants to develop entrepreneurial ability.
PROGRAMME CONTENT	1: Development of Idea 2: Developing Business Models 3: Examples of business model of famous companies like Google, Toyota, Go Air, Amazon etc.
TARGET GROUP	Managers and / or working professionals / aspiring entrepreneurs
TRAINING METHDOLOGY	Class room discussion and Cases.
DURATION	3 days
LAST DATE FOR NOMINATION	30th November, 2020

PROGRAM TITLE	Research Methodology and Tools for Business Research
PROGRAM DIRECTOR	Prof Bidyut Jyoti Gogoi
DATE	8-10 Feb 2021
INTRODUCTION	Research is an important for any business. Research is required for personal and institutional growth. In fact an institutional growth depends on how well they have utilized and analysed the information available.
PROGRAMME OBJECTIVES	To understand the importance of research To understand how we can use information To understand how to collect data To understand what data to collect To understand the research methods To learn tools for data analysis To understand how to interpret the data and prepare a report
PROGRAMME CONTENT	Research Methodology: Research Process, Research Design, Qualitative Research, Measurement Scales, Sampling and Test of Hypothesis. Multivariate Analysis: Multiple Regression, Discriminant analysis, Factor Analysis, Cluster Analysis, Multi-dimensional Scaling, Conjoint Analysis, Attitude Measurement.

TARGET GROUP	Executives from Corporates, Government and NGO's Faculty members from Colleges and Universities Research Scholars
TRAINING METHDOLOGY	Instructor lead training Task based learning Online mode
DURATION	3 days
PROGRAMME FEE	30000/- per participant exclusive of GST
LAST DATE FOR NOMINATION	25th Jan 2021

PROGRAM TITLE	Science of Effective Persuasion for Entrepreneurs
PROGRAM DIRECTOR	Dr. Ridhi Arora
DATE	Feb 24-26, 2021
INTRODUCTION	Persuasion has been identified as one of the most preferred skills for entrepreneurial success. Entrepreneurs who excel in persuasive skills are not only able to build and capitalise on their networks but are also successful in convincing their investors/ customers and effectively manage their clients. In order to master the art of influence and persuasion; entrepreneurs need to equip themselves with critical skills about the process and tactics required to change and win the minds of people. Simultaneously, skills to arrive discussions at a common agreement among people with varied interests, thoughts, perceptions, different backgrounds need to be strengthened to overcome the complex problems associated with the daily negotiation process. The focus of this training programme is to equip participants with persuasive and negotiation skills through identification of the key challenges through greater self-awareness, self-reflections with the support of guidance and feedbacks.
PROGRAMME OBJECTIVES	This training program is designed to equip the participants with requisite skills and competencies required for conducting effective persuasion and negotiation while taking into account need for maintaining long-term business relationships. The participants will get opportunity to self-reflect upon their traits, individual negotiation style and strengthen the key areas for developing a professional approach towards negotiations and persuasions in their field of work. The training in various persuasion and negotiation techniques and frameworks would guide entrepreneurial managers and leaders to effectively deal with any situation as a well-coordinated team capable of considering multiple perspectives of all stakeholders to successfully accomplish the results.
PROGRAMME CONTENT	<ul style="list-style-type: none"> • Skills and competencies for effective persuasion and influence. • Techniques for effective communication and persuasion. • Negotiation techniques and strategies. • Role of emotions in effective negotiation. • Conducting negotiation on daily basis. • Negotiation in a hostile environment. • Dealing with difficult people and situations • Managing interpersonal dynamics • Conflict management tools and assessments. • Implementing "win-win" techniques. • Teamwork, networking and collaboration strategies.
TARGET GROUP	The target audience for this training programme include social and commercial entrepreneurs at different stages of their venture; business owners; larger community of aspiring entrepreneurs; executives from corporates, non-Corporates as well as other related sectors.
TRAINING METHDOLOGY	The three-day intensive training program would be conducted through adoption of experiential-learning techniques – lectures, role-plays, case study-based discussions, management games and experience sharing sessions along with an exposure to learning & assessment tools/ techniques to evaluate and enhance the negotiation abilities of the participants. The training programme sessions would be conducted by the faculty of IIM Shillong, except for very few sessions that may be handled by the guest speakers from the industry.
DURATION	The training programme is scheduled for three days.
PROGRAMME FEE	
LAST DATE FOR NOMINATION	08 th February 2021

PROGRAM TITLE	Empowering Women Entrepreneurs
PROGRAM DIRECTOR	Dr. Ridhi Arora; Dr. Sonia Nongmaithem
DATE	April 7-9, 2021
INTRODUCTION	Past years have witnessed an increased surge of women entering the economic wave. Despite the challenges and struggles faced by women; they have shown active interest to opt for entrepreneurship career. Still, there is a need to increase the number of women run business establishments/ businesses by making them aware of the hidden talent and potential to be self-employed and setting up their own businesses. Our training programme focuses on empowering women participants who aspire to run and are running their own businesses and seek entrepreneurship as their career-choice. Modules would guide them through the process of appreciating the role of mentoring and networks in entrepreneurial careers and fostering their entrepreneurial spirit.
PROGRAMME OBJECTIVES	This training programme is focused upon empowering and training budding and established women entrepreneurs for starting their own business or grow their existing enterprises. The interactive sessions would equip participants with requisite skills and competencies for identifying business opportunities so as to expand the process of creation of more women entrepreneurs and promoting women entrepreneurship development in the region.
PROGRAMME CONTENT	The coverage of the training programme would include: <ul style="list-style-type: none"> • Managing self and others • Business management and soft skills • Career development for entrepreneurs • Understanding entrepreneurial personality and intentions • Entrepreneurial leadership strategies • Motivation and stress management for women entrepreneurs • Entrepreneurship and emotion management • Managing entrepreneurial teams • Networking and negotiation skills for women entrepreneurs. • Mentorship and hands-on-support systems for setting and scaling-up businesses.
TARGET GROUP	The target audience for this training programme include (social and commercial)women entrepreneurs at different stages of their venture; women business owners; larger community of women students who aspire for entrepreneurship career; women executives from corporates, non-corporates as well as other related sectors who plan to start their own venture in the near future.
TRAINING METHDOLOGY	The training programme sessions would be conducted by the faculty of IIM Shillong, except for very few sessions that may be handled by the guest speakers from the industry.The sessions would be conducted using theinteractive pedagogical tools like role-plays, psychometric profiling tools, self-reflection exercises, feedback, case -studies, discussions etc.
DURATION	The programme is scheduled for three days.
LAST DATE FOR NOMINATION	22 nd March 2021

PROGRAM TITLE	Strategic Leadership for turbulent time
PROGRAM DIRECTOR	Prof. Sonia Nongmaithem; Co-Program Director- Prof. Ridhi Arora
DATE	18th - 19th February, 2021
INTRODUCTION	The consequences of the global outbreak of COVID-19 have been experienced by all the sectors in the business world. This situation has created many significant challenges for leaders at all levels. And it is at this time that leaders have to rise up to the occasion and evolve and adapt to turn these challenges into opportunities for the organizations and their people. Leadership is more important now than ever. This program will focus on identifying and developing the traits and skills required by leaders to prepare their organizations for a transformed world and build resilience to face any such situations in the future.
PROGRAMME OBJECTIVES	To impart trainings to senior level managers to- <ul style="list-style-type: none"> • Understand the challenges posed by the crisis due to COVID-19 and turn them into opportunities for their organizations • Develop the necessary traits and skills to lead in times of change and crisis • Highlight the importance of communication by leaders in the time of crisis • Understand ways to build resilience in the organization in the context of crisis • Understand how to redesign and reset the organization for the future to meet the challenges successfully
PROGRAMME CONTENT	The program will focus on the following aspects- <ol style="list-style-type: none"> 1. Turning crisis into opportunities- Role of Leaders 2. Identifying Leadership traits and skills to lead in times of change and crisis 3. Developing Leadership traits and skills to lead in times of change and crisis 4. Communications by leaders in the time of crisis- What, When and How. 5. Redesigning the organizations for the post-COVID future 6. Leaders role in Building Resilience in the organization in the context of crisis 7. Adaptable leadership style - the necessity of every organization
TARGET GROUP	Senior level Managers of Government organizations, Private sector, Corporates
TRAINING METHDOLOGY	Lectures, Case Discussions, Role Play, Exercises & Self Assessment Techniques
DURATION	2 days
LAST DATE FOR NOMINATION	1 st February 2021

PROGRAM TITLE	Goods and Services Tax (GST) For Non-Tax Professionals
PROGRAM DIRECTOR	Prof. Atul Mehta
DATE	18-20 November 2020
INTRODUCTION	Across organizations, executives deal with clients from varied industries such as automobiles, chemical, pharma, hotel etc. Since all industries are covered in the ambit of GST (except 5 products), it is essential for the executives to have complete knowledge of GST and its application, compliance and enforcement issues across industries which also helps in effective customer engagement.
PROGRAMME OBJECTIVES	The programme aims at helping participants: <ul style="list-style-type: none"> • understand the key concepts of Goods and Services Tax (GST) • learn implementation of GST in day to day business operations • use it as customer engagement tool for enhancing relationship
PROGRAMME CONTENT	<p>A. Basics of GST</p> <ul style="list-style-type: none"> - Overview of Goods and Services Tax - Background of GST - Introduction to various concepts in GST - Existing taxes proposed to be subsumed under GST - Principles adopted for subsuming the taxes - Scope and Benefits of GST - Old Tax regime v/s GST regime - GST Council and GST Network (GSTN) - GST in Other Countries - Overview of IGST Act, CGST Act, SGST Act and UGST Act - E-way Bill and E-invoicing <p>B. Registration, Return Filing and Payments under GST</p> <p>C. Industry-wise impact of GST</p> <p>D. Sales Narrative for engaging with customers</p>
TARGET GROUP	Junior and Middle Management Executives without any formal training in Taxation
TRAINING METHDOLOGY	<ol style="list-style-type: none"> 1. Classroom Training (Lectures, Audio and Video) 2. Case Study 3. Industry specific Group Discussions
DURATION	3 days
PROGRAMME FEE	
LAST DATE FOR NOMINATION	2nd November 2020

PROGRAM TITLE	Leadership Development for Leaders in Governance
PROGRAM DIRECTOR	Prof. Natalie. W. Kharkongor
DATE	Nov,20-21 ,2020
INTRODUCTION	<p>This Course is specially designed for the Leaders in Governance. In recent years, public opinion polls have reflected a growing “crisis of confidence” in leaders. The failure of parties to fulfill their essential role of representing and aggregating citizens’ interests has contributed to diminished confidence among/in the public. Many regional political parties have lost their popular support and mandate due to the internal tussles/differences among the parties, and perceived lack of ethical values on the part of the leaders leading to increase in people’s distrust. The strength of the Nation depends on the strength of the leaders. Napoleon Bonaparte said, “A leader is a dealer in hope”. He must be able to carry the responsibilities assigned to him</p> <p>With this as a background, IIM Shillong feels the necessity to offer a Management Development Program to our esteemed leaders as well as the upcoming ones. Through scientific training, coaching, project – based assignments and mentoring, the Programme will provide the leaders with the skills and networks they need to advance progressive political change in their communities. The Programme aims at inspiring and equipping the leaders with vision, responsibilities, commitment, and the skills for effective governance</p>
PROGRAMME OBJECTIVES	<p>The specific objectives of the Programme are to:</p> <ul style="list-style-type: none"> ▪ To make the participants aware about the vision and mission of leadership as well as solidifying progressive ethical values ▪ To acquaint the participants with methods and procedures in team building by managing people and parties across lines effectively ▪ To familiarize the participants with the ways and means in building personal life and building political career as well ▪ To equip the participants with the techniques in managing politics effectively ▪ To inform the participants about the significance and relevance of current public policies, as well as managing public funds ▪ To expose the participants to new ways of raising funds ▪ To introduce the participants to grassroots power ▪ To familiarize the participants in how to maintain probity in public life ▪ To expose the participants to new efforts in building the Nation
PROGRAMME CONTENT & OUTCOME	<p>The participant are expected to gain thorough knowledge and skills leadership qualities. In general, participants will be able to:</p> <ul style="list-style-type: none"> ▪ Comprehend the significance of politics and the values it carries with it ▪ Manage oneself and people effectively and building partners as well ▪ Come to know about the existing public policies and their relevance ▪ Manage funds efficiently and avoid leakages ▪ Communicate and handle situations wisely ▪ Maintain dignity and integrity in public life

	<ul style="list-style-type: none">▪ Realize the need of Nation's building collectively
TARGET GROUP	
TRAINING METHDOLOGY	The Programme will be conducted for two days with 8 sessions of 90 minutes each. The interactive sessions will consist of lectures, exercises, case discussions, debates, and interactive discussions.
DURATION	2 days
LAST DATE FOR NOMINATION	09 Nov 2020
