



MDP@VGSOM  
Management Development Programme



**Vinod Gupta School of Management  
Indian Institute of Technology Kharagpur, 721302**

## ABOUT VINOD GUPTA SCHOOL OF MANAGEMENT

Vinod Gupta School of Management (VGSOM), Kharagpur was founded in 1993 when IIT Kharagpur realized the need for IITs to produce managers who could lead organizations in a dynamic technological environment where change is a way of life. With a commendable contribution from IIT Kharagpur's noted alumnus (1967) Mr. Vinod Gupta, Founder-chairman of InfoUSA, the school was established with a mission to develop outstanding management professionals capable of playing leadership roles in their chosen careers in organizations in different sectors of the economy, especially in technology-driven and knowledge based industries that are characterized by high degrees of globalization, dynamism, complexity and innovativeness. The main focus of the Centre is on advanced post graduate and doctoral programme in Business Management, Management Development and other areas.

Highly qualified faculty having considerable academic and industrial/consultancy experience and strong associated faculty of sister departments. Built on the foundation of a world-class education system created and nurtured over a period of five decades, close and collegial relations between students and faculty create an atmosphere conducive to learning. Well-equipped computer laboratory. Exclusive library attached to the School, boasting a good collection of books panning all the functional areas of management. This complements the management section in the Central library of the Institute.

## Message from the Dean, VGSOM

The purpose of Management Development Programme (MDP) of Vinod Gupta School of Management (VGSOM), IIT Kharagpur is to introduce the art of innovating business practices and help organizations achieve excellence. The learning ecosystem at VGSOM and IIT Kharagpur helps executive bring fresh thoughts and develop new perspective to the way business is managed and practiced. Being a part of IIT Kharagpur, MDPs of VGSOM also offers a unique taste of blending technology with managerial skill and knowledge.

Through these programmes VGSOM faculty members also share their expertise gained from their practice oriented research and numerous other assignment that they do for the Indian industry. By participating in these programmes one learn effective handling of managerial problems, the art of doing business analysis and finding creative solution.

**PROGRAMME SCHEDULE**

<b>Sl No</b>	<b>Programme Title</b>	<b>Dates</b>	<b>Coordinator(s)</b>
<b>1</b>	Financial Modeling Using Spreadsheets	<b>Jul 28-31, 2014</b>	Rudra P Pradhan Parama Barai
<b>2</b>	Project Management	<b>Aug 04-07, 2014</b>	Anand Teltumbde
<b>3</b>	Asset Liability Management and risk based product pricing	<b>Aug 11-14, 2014</b>	Arun K Misra
<b>4</b>	Consumer Behaviour & Role of Market Research	<b>Aug 18-22, 2014</b>	Sangeeta Sahney
<b>5</b>	Statistical Modeling	<b>Sep 01-06, 2014</b>	Rudra P Pradhan
<b>6</b>	Basic Financial Analysis for Managers	<b>Sep 08-11, 2014</b>	CS Mishra Prabina Rajib
<b>7</b>	Commodity Derivatives and Risk management	<b>Sep 15-18, 2014</b>	Prabina Rajib
<b>8</b>	Management of Micro-finance Institutions	<b>Sep 22-28, 2014</b>	Susmita Mukhopadhyay
<b>9</b>	IFRS Convergence and ESOP Valuation	<b>Oct 8-10, 2014</b>	Prabina Rajib CS Mishra
<b>10</b>	Mathematical Modeling on Financial Data	<b>Oct 13-15, 2014</b>	Rudra P Pradhan
<b>11</b>	Business Valuation, Mergers, Acquisitions, and Corporate Restructuring	<b>Oct 27-30, 2014</b>	CS Mishra
<b>12</b>	Advanced Management Programme for Executives from Mining Industry	<b>Nov 03-07, 2014</b>	Ashutosh Sarkar Arun K Misra
<b>13</b>	Organizing Workplace Relationship	<b>Nov 10-12, 2014</b>	Susmita Mukhopadhyay
<b>14</b>	Leadership & Teamwork	<b>Nov 17-21, 2014</b>	Biplab Datta
<b>15</b>	Managing Small Business	<b>Nov 24 –30, 2014</b>	Susmita Mukhopadhyay

16	Materials Management	<b>Jan 5-7, 2015</b>	Anand Teltumbde
17	Financial Modeling and Risk Management	<b>Jan 12-15, 2015</b>	Arun Kr Misra
18	Operations Strategy	<b>Jan 19-23, 2015</b>	Ashutosh Sarkar Anand Teltumbde
19	Managing Anger and Anxiety at Workplace	<b>Jan 27-30, 2015</b>	Susmita Mukhopadhyay
20	Logistics and Supply Chain Management	<b>Feb 09-11, 2015</b>	Ashutosh Sarkar Anand Teltumbde
21	Political Behaviour in Organizations	<b>Feb 16-18, 2015</b>	Susmita Mukhopadhyay
22	Services Marketing	<b>Feb 23-27, 2015</b>	Biplab Datta
23	Performance Management	<b>Mar 9-11, 2015</b>	Susmita Mukhopadhyay
24	Retail Management	<b>Mar 16-20, 2015</b>	Sujoy Bhattacharya
25	Talent Intelligence management	<b>Mar 23-25, 2015</b>	Susmita Mukhopadhyay
26	Purchasing & Outsourcing for Competitive Advantage	<b>Mar 30-April 02, 2015</b>	Ashutosh Sarkar Kunal K Ghosh
27	Business Ethics	<b>April 6-7, 2015</b>	Susmita Mukhopadhyay

## FINANCIAL MODELLING USING SPREADSHEETS

### OBJECTIVES

MS Excel is one of the chief decision making tools used by finance professionals. Robust and realistic financial models, created using advanced features of MS Excel, are routinely used to interpret, analyse and impact real-world scenarios faced by managers in the arena of corporate finance. This program has been designed to (a) demonstrate the role and scope of Excel based financial modelling and (b) help participants develop such models and appreciate their role in corporate financial decision making.

### TARGET PARTICIPANTS

The course is directed towards (1) Executives from industry, corporate, Government and NGOs; (2) Faculty from colleges and universities; and (3) Students with minimum qualification of graduation.

### TOPICS TO BE COVERED

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|---|---|
| <ul style="list-style-type: none"> <li>• Introduction to Financial Modeling</li> <li>• Introduction to Excel Features</li> <li>• Introduction to Statistical Features</li> <li>• Time Value of Money Applications</li> <li>• Forecasting Financial Statements</li> <li>• Forecasting Financial Markets</li> </ul> | <ul style="list-style-type: none"> <li>• Capital Budgeting</li> <li>• Cash Budgeting</li> <li>• Cost of Capital</li> <li>• Valuation</li> <li>• Bond Pricing Models</li> <li>• Option Pricing Models</li> </ul> |
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### PEDAGOGY

The four days programme aims to build upon basic MS Excel knowledge of participants by introducing advanced Excel features and VBA programming. It would predominantly focus on hands-on learning supplemented with some classroom inputs on the underlying theories. There shall be individual and group exercises on MS-Excel, so all participants are expected to come with laptops to class.

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on July 28-31, 2014. The fee for the programme is Rs. 24,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by July 25, 2014. The fee covers study material and lodging.

**Prof. Rudra P Pradhan**

**Prof. Parama Barai**

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## PROJECT MANAGEMENT

### OBJECTIVES

The use of project management is becoming increasingly important for all kinds of organizations because of competitive pressures to accomplish unique outcomes under acute constraints of time and resources. It has long transcended its traditional boundaries as a specific form of production organization and has expanded to encompass practically every sphere of management activity. This course is designed taking into account the current theoretical advances in and contemporary practice of project management such that the participants gain full insight to the applicability of PM methodology to their own domain of work. At the end, they are expected to master the essential concepts and techniques related to project and project management so as to be able to use them in their organization in both projects and non-project situations.

### TARGET PARTICIPANTS

The target participants for programme range from Junior to Senior Management executives of any organization-- private, public, cooperatives, government, NGOs, etc. The indicative list includes (but not limited to) engineering construction, investment banking, software development, infrastructure development, consulting and academics.

### PEDAGOGY

The pedagogy for the Five day programme comprises a judicious mix of classroom discussions, individual and group exercises, and case studies. The programme will also included some hands-on exercises using the project management software.

### TOPICS TO BE COVERED

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|---|---|
| <ul style="list-style-type: none"> <li>• Concept of project and project management</li> <li>• Integration approach to Project Management</li> <li>• Project selection</li> <li>• Project Organization</li> <li>• Project Goal &amp; Scope Management</li> <li>• Work Breakdown Structure</li> <li>• Project Planning - Project scheduling</li> <li>• Network Techniques</li> <li>• Progress and Performance Measurement and Evaluation</li> </ul> | <ul style="list-style-type: none"> <li>• Project resource allocation</li> <li>• Procurement Management</li> <li>• Project Control</li> <li>• Managing Risk</li> <li>• Outsourcing: managing international relations</li> <li>• Project Leadership and management of Team</li> <li>• Communication and Conflict Management</li> <li>• Project Audit and Close out</li> </ul> |
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### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is five days and it would be held on August 4- 7, 2014. The fee for the programme is Rs. 30,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by August 1, 2014. The fee covers study material and lodging.

### PROGRAMME COORDINATOR

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## ASSETS-LIABILITIES MANAGEMENT AND RISK-BASED PRODUCT PRICING

### OBJECTIVES

Globalisation has provided opportunities and challenges to banks and financial institutions in India. It has enhanced market space at one hand, on the other; it has increased the risk perception. In a stiff competitive market environment, it is essential for finance manager to understand the concept of risk management for better supervision of their balance sheets. ALM provides the primary tools for assessments and management of risks. The MDP on ALM and Risk-Based Pricing will equip finance manager to handle balance sheet in a more pragmatic manner.

### TARGET PARTICIPANTS

The programme is open to Junior and Middle Management Officials of Banks, Financial Institutions, Consulting Organisation, Rating Agency, Software Companies and Academicians dealing with banking and allied services. It is also useful for faculty members of Bankers' training institutions.

### TOPICS TO BE COVERED

• ALM and its emerging importance	• Call and Put Options Valuation
• Structural Liquidity Statements and its problems	• Statistics for Risk Management
• Interest rate Sensitivity Statement	• Methodologies of Product pricing
• Earning at Risk & Dynamic Gap Analysis	• Duration and Market Risk assessment
• Duration Gap and Economic Value of Equity	• Market-Based Funds Transfer Price
• Options, Basis and Yield Curve	• Risk-Based Product Pricing

### PEDAGOGY

The Four day programme consists of classroom discussions, individual and group exercises, and case studies. The programme will cover various analytical and innovative tools used for ALM and Risk Management. Case studies will focus on ALM analysis, Fund Transfer Price Estimation and Risk-Based Product Pricing

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is held at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on August 11-14, 2014. The fee for the programme is Rs. 24,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by August 8, 2014. The fee covers study material and lodging.

### PROGRAMME COORDINATOR

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**CONSUMER BEHAVIOR: ROLE OF MARKET RESEARCH****OBJECTIVES**

Research in the area of Consumer Behavior necessitates a blend with Market Research. With this premise as a foundation, the focus of the programme would be on the application of research methods on the study of consumer behavior, in the Indian marketing environment. The objectives of the course are listed as follows:

- To discuss the theoretical aspects of consumer behavior.
- To discuss the role of market research.
- To understand the role of market research on consumer behavior.
- To enhance the knowledge of the participants on the various qualitative and quantitative tools.
- To facilitate the use of statistical packages for market research
- To enhance the ability and skills of the participants on the application of the various qualitative and quantitative tools on aspects of consumer behavior.

**TARGET PARTICIPANTS**

The programme is open to Junior and Middle Management Officials and Academicians.

**PEDAGOGY**

Lectures through audio-visual presentation, Structured exercises, Group discussion and Case studies. They would also be provided with a kit and course material.

**TOPICS TO BE COVERED**

Part I: Consumer Behaviour:

- Introduction to the Study of Consumer Behavior
- Consumer Decision Making
- The Consumer As An Individual: Psychological Influences on Consumer Decision Making
- Group Dynamics: Social Influence on Consumer Decision Making

Part II: Market Research:

- Introduction to Market Research
- Customer Analysis, Competitive Analysis, Operational Analysis, Environmental Analysis
- Tools for Data Collection
- Analyzing data: Univariate, Bivariate and Multivariate Analysis
- Communicating Research Results

Part III: Consumer Behavior Analysis and Market Research: Use of Qualitative and Quantitative Tools  
Applications of Market Research on

- Product segmentation, targeting and positioning
- Product strategy, promotion strategy and pricing strategy and promotion strategy
- Consumer decision making and customer satisfaction.

Part IV: Case Studies and Exercises

**PROGRAMME FEE, DURATION, DATE AND VENUE**

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is five days and it would be held on August 18-22, 2014. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by August 15, 2014. The fee covers study material and lodging

**PROGRAMME COORDINATOR**

**Dr. S. Sahney**

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## STATISTICAL MODELLING

### Objectives

The objective of this programme is to emphasize broad range of techniques for data analysis and to foster multi-disciplinary research in these areas.

### TARGET PARTICIPANTS

The course is directed towards (1) Executives from industry, corporate, Government and NGOs; (2) Faculty from colleges and universities; and (3) Students with minimum qualification of graduation.

### PEDAGOGY

The programme aims to build upon basic statistics by sophisticated statistical software. So, all participants are expected to come with laptops to class.

### TOPICS TO BE COVERED

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|---|---|
| <ul style="list-style-type: none"> <li>• Introduction to Statistical Modelling</li> <li>• Modelling Design</li> <li>• Hypothesis Testing</li> </ul> | <ul style="list-style-type: none"> <li>• ANOVA</li> <li>• Various Multivariate Tools</li> <li>• Statistical Applications</li> </ul> |
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### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on September 01-06, 2014. The fee for the programme is Rs. 30,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by August 29, 2014. The fee covers study material and lodging.

### PROGRAMME COORDINATORS

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**BASIC FINANCIAL ANALYSIS FOR MANAGERS****OBJECTIVES**

To realize the relevance finance as a managerial function and to understand the basic processes followed in preparation and presentation of financial statements. This programme also designed to analyze interpret the data presented in financial statements, to learn the concepts and techniques of investment decision, working capital management, budgeting and cost management and to appreciate the role of financial market, financial instruments and processes.

**TOPICS TO BE COVERED**

Balance Sheet, Income Statement, Cash Flow Statement	Estimation of cost of products/ services
Financial Ratios to judge profitability, solvency and efficiency.	Estimation of Working Capital
Capital Budgeting and Investment Decision	Management of current assets
Estimation of Cost of Capital;	Working capital finance
Costing and Cost Management	Financial Markets and Institutions
Investment Products/ Instruments	IPOs, FPOs

**PEDAGOGY**

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions

**PROGRAMME FEE, DURATION, DATE AND VENUE**

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on September 8-11, 2014. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by September 5, 2014. The fee covers study material and lodging.

**TARGET PARTICIPANTS**

The course is open to all the middle and senior level executives/officers in finance, treasury departments of different industries, government organizations.

**PROGRAMME COORDINATOR**

**Prof. Chandra Sekhar Mishra**

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## COMMODITY DERIVATIVES & RISK MANAGEMENT

### OBJECTIVES

Volatility in commodity price risk is a fact of life. No producer/consumer/processor can wish away this risk. Commodity derivatives market provides an avenue to hedge this risk. In India Commodity derivatives market is witnessing substantial growth. Within a span of 7-8 years Indian commodity derivative market has come a long way in terms of trading volume, types of commodity traded, warehouse development and thus providing hedging opportunities to players in commodity space.

### TARGET PARTICIPANTS

The course is open to: (1) Middle and senior level executives/officers in finance, treasury departments of different industries, government organizations

### TOPICS TO BE COVERED

<ul style="list-style-type: none"> <li>Commodity exchanges, players in the commodity market.</li> <li>Commodity derivatives contracts on (Crude oil, Precious &amp; Base Metals, Electricity, Carbon, Freight etc.)</li> <li>Commodity derivatives contracts on Futures, Options, Swaps, Exchange Traded Repos, Spread contracts like Crack/Crush/Spark, Contracts for difference, Commodity Indices</li> </ul>	<ul style="list-style-type: none"> <li>Commodity price risk and its impact on producers/consumers/processors</li> <li>Quantification of commodity price risk on top &amp; bottom line.</li> <li>Commodity derivatives and price risk hedge.</li> <li>Learning “What Not to Do” from major commodity derivatives trading losses across world.</li> </ul>
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### PEDAGOGY

Faculty members from Vinod Gupta School of Management, speakers from commodity exchanges and broker/traders involved in commodity derivatives would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions. This four-day course will have 22 contact hours.

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on Sep 15-18, 2014. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by September 12, 2014. The fee covers study material and lodging.

### PROGRAMME COORDINATOR

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**MANAGEMENT OF MICRO-FINANCE INSTITUTIONS.****OBJECTIVES**

Micro-finance is growing in importance throughout the world. As a consequence, non-government organizations, commercial banks and specialized micro-finance institutions, all need to introduce their staff to the new skill required and to recruit new personnel to satisfy the growing needs. This program introduces the participants to various aspects of microfinance which equips them with a comprehensive understanding of the field. The exercises and case studies help the participants to acquire the practical skills that will enable them to handle their task in the area of microfinance in a better way.

**TARGET PARTICIPANTS:**

People interested in Microfinance

**TOPICS TO BE COVERED**

Session	Topic
1	New paradigm Microfinance
2	Introduction to financial accounts and analysis
3	Rates of return and cost of money
4	Financial analysis of a microfinance institution
5	Planning form profitability of Microfinance institutions
6	Marketing microfinance
7	Men and women as clients for microfinance
8	Arrears and defaults: definition and measurement
9	Graduation and individual loans
10	The need of micro-savings services
11	Micro-insurance
12	Staffing of microfinance institutions: recruitment and motivation
13	Human Relations Management

14	Compensation and Incentives for Employees
15	Leadership in Microfinance institution
16	MIS : Selection and design
17	Donations, Donor Base and Support Networks
18	Public Relations/External Communications/writing fund proposals
19	Client Feedback and Follow-Up
20	Measuring the impact of microfinance
21	The downside of microfinance
22	Ethical issues in Microfinance
23	Performance management of Microfinance organizations

**PEDAGOGY**

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions

**PROGRAMME FEE, DURATION, DATE AND VENUE**

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on Sep 22-28, 2014. The fee for the programme is Rs. 30,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by September 19, 2014. The fee covers study material and lodging.

**PROGRAMME COORDINATOR**

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## IFRS CONVERGENCE AND ESOP VALUATION

### OBJECTIVES

IFRS convergence requires companies to value and account Employee Stock Option Plans (ESOPs) at fair value. Shifting from current valuation method of intrinsic value to fair value method will have significant bearing on a company's bottom line. IFRS fair valuation for ESOPs not only requires companies to change accounting practices, but also has necessitated an understanding whether companies need to analyse ESOPs with respect other modes of employee compensation.

### TARGET PARTICIPANTS

The course is open to: (1) Middle and senior level executives/officers in finance, accounting departments of different companies which have issued ESOPs or planning to issue ESOPs.

### TOPICS TO BE COVERED

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|---|---|
| <ul style="list-style-type: none"> <li>• ESOPs in Indian Context</li> <li>• ESOP valuation using intrinsic value method.</li> <li>• IFRS requirement of ESOP valuation.</li> <li>• ESOP valuation case study based on IFRS requirement</li> </ul> | <ul style="list-style-type: none"> <li>• ESOP valuation using Black Scholes Model and Binomial Model.</li> <li>• Parameter identification &amp; quantification for Black Scholes Model and Binomial Model.</li> <li>• Accounting of ESOPs using fair value vs. intrinsic value method.</li> <li>• ESOPs Vs. Restricted Stock Units</li> </ul> |
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### PEDAGOGY

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions. Case studies are going to be predominant part of this program. This three-day course will have 15 contact hours.

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on October 08-10, 2014. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by October 03, 2014 The fee covers study material and lodging.

### PROGRAMME COORDINATOR

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**MATHEMATICAL MODELLING ON FINANCIAL DATA****OBJECTIVES**

The objective of this programme is to emphasize broad range of mathematical tools for analyzing financial data and to foster multi-disciplinary research in these areas.

**TARGET PARTICIPANTS**

The course is directed towards (1) Executives from industry, corporate, Government and NGOs; (2) Faculty from colleges and universities; and (3) Students with minimum qualification of graduation.

**PEDAGOGY**

The programme aims to build upon basic knowledge on mathematical models by sophisticated mathematical/ statistical software. It would predominantly focus on hands-on learning supplemented with some classroom inputs on the underlying theories. There will be individual and group exercises on mathematical modelling on financial data. So, all participants are expected to come with laptops to class.

**PROGRAMME FEE, DURATION, DATE AND VENUE**

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on October 13-15, 2014. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by October 10, 2014. The fee covers study material and lodging

**TOPICS TO BE COVERED**

Mathematical Tools	Application Areas
✚ Introduction to Mathematical Modelling	✚ Financial Forecasting
✚ Modelling with Linear Programming	✚ Risk Management
✚ Transportation Modelling	✚ Portfolio Management
✚ Networking Models	✚ Option Pricing
✚ Goal Programming Models	✚ Value at Risk
✚ Deterministic Inventory Models	✚ Infra Management
✚ Probabilistic Models	✚ Banking Management
✚ Simulation Modelling	✚ Project Valuation
✚ Markov Chains	✚ Revenue Management
✚ Volatility Models	✚ Transportation Management
✚ Nonlinear Programming Models	✚ Financial derivatives

**PROGRAMME COORDINATOR****Prof Rudra P Pradhan**

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## BUSINESS VALUATION, MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING – EMERGING TRENDS AND DEVELOPMENTS

### OBJECTIVES

The programme will make the managers to appreciate the importance of merger and acquisitions (M&A) in the present corporate world. It highlights the process of merger and acquisitions (M&A). It helps the participants to analyze the implications of corporate restructuring on value of firm.

### TARGET PARTICIPANTS

The course is open to all the middle and senior level executives/officers in finance, treasury departments of different industries, government organizations.

### PEDAGOGY

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions

### TOPICS TO BE COVERED

Merger and Acquisition (M&A) as Business Strategy	Alternative forms of Restructuring
Mergers and Acquisition Process	Financing M&A
Analysis and Valuation in M&A	Legal Aspects of M&A

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on October 27-30, 2014. The fee for the programme is Rs. 20,000(including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by October 24, 2014. The fee covers study material and lodging.

### PROGRAMME COORDINATOR

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## ADVANCED MANAGEMENT PROGRAMME FOR MINING EXECUTIVES

### OBJECTIVES

Mining industry in India contributes to strengthening the backbone of Indian economy. In the recent years, this industry has undergone impressive transformations in its outlook and activities. From government-controlled monopolists business of the late 20<sup>th</sup> century it has become a group of professionally managed corporate houses looking forward to play a bigger roles in the global economy. In its new avatar, words like ‘productivity’, ‘M&A’, ‘bottom-line’, ‘ROI’ have found a new meaning in the corporate board rooms. The rising competition and the need to support the demands of the growing Indian economy the Indian mining industry now needs to incorporate more professional management. The executives of the mining industry now need to be prepared for a bigger role to play beyond their traditional technological domain. This course is a step towards this objective and aims at by providing an orientation and overview of modern management. The course proposes to touch upon the major areas of the managerial functions including finance, human resources, operations, industrial relations, and safety and environment related issues.

### TOPICS TO BE COVERED

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Mineral Economics</li> <li>• Materials Management</li> <li>• Purchasing and Outsourcing</li> <li>• Project Monitoring &amp; Control</li> <li>• Contracts Management</li> <li>• Observation skill</li> </ul> | <ul style="list-style-type: none"> <li>• Basic financial statement &amp; Analysis</li> <li>• Labour relations</li> <li>• Teamwork and leadership</li> <li>• Social Audits &amp; CSR</li> <li>• Data analysis and techniques</li> </ul> |
|--|--|

### TARGET PARTICIPANTS

The programme is open to engineers and executives in the Mining industry with a minimum of 3 years of experience. Mining engineers in the

operations, mine planning, procurement, projects, stores, and information systems will specifically be benefited by this course. Mining organisations that want to develop and groom their own engineers for taking greater managerial responsibilities will greatly benefit from the course.

### PEDAGOGY

The five day programme consists of classroom discussions, individual and group exercises, and case studies. The programme will focus on understanding of basic managerial concepts through interactive sessions and discussions. The case discussions will be more oriented towards simulating a business scenario and training the participants on data gathering and analysis. The case discussions will focus on best practices and learning from the successes and the failures of efforts by other mining organizations.

### APPLICATION & PROGRAMME FEE

The programme is residential and it would be conducted at IIT Kharagpur Campus. It would be held on November 3-7, 2014. The fee for the programme is Rupees 25,000 (Residential) per participant. Please add service tax @12.36% over and above the above programme fee. The programme fee is to be paid by cheque/draft favouring CEP-STC, IIT Kharagpur and payable at Kharagpur. The cheque/draft is to be sent to the Programme co-ordinators, Vinod Gupta School of Management, Indian Institute of Technology Kharagpur along with the completed application form by October 31, 2014.

### PROGRAMME COORDINATORS

**Ashutosh Sarkar**

**Arun K. Misra**

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## ORGANIZING WORKPLACE RELATIONSHIP

### OBJECTIVES

All organizational activities occur in the context of interpersonal relationships. It is through relationships that systems maintain balance, chaos becomes order and fragmentation is made whole. The way in which an organization manages its workplace relationships determines its success. The objective of the course is to provide understanding of traditional and emerging perspectives of workplace relationships. It explores both positive and negative workplace relationships, including those between supervisors and subordinates, customers and clients, peers, friends and romantic partners. It will help in understanding the unique influence of the workplace on relationship processes and dynamics and the important role of workplace relationships in enhancing organizational and individual wellbeing.

### TARGET PARTICIPANTS

The target participants for programme range from Junior to Senior Management executives of any organization-- private, public, cooperatives, government, NGOs, etc.

### PEDAGOGY

Lectures through audio-visual presentation, Structured exercises, Group discussion and Case studies.

### TOPICS TO BE COVERED

1. Organizing workplace relationships
2. Supervisor-subordinate relationships
3. Peer-coworker relationships
4. Workplace friendship
5. Romantic workplace relationships
6. Customer and client relationships
7. Workplace relationships and society.

### APPLICATION & PROGRAMME FEE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on November 10- 12, 2014. The fee for the programme is Rs. 18,000. The programme fee is to be paid by cheque/draft favouring CEP-STC, IIT Kharagpur and payable at Kharagpur. The cheque/draft is to be sent to the Programme co-ordinator, Vinod Gupta School of Management, Indian Institute of Technology Kharagpur along with the completed application form by November 7, 2014.

### PROGRAMME COORDINATOR

**Dr. Susmita Mukhopadhyay**

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## LEADERSHIP AND TEAMWORK

### OBJECTIVES

Participants would learn the concepts and skills involved in leading organizations through teamwork for enhancing organizational performance.

### TARGET PARTICIPANTS

The target participants for programme range from Junior to Senior Management executives of any organization-- private, public, cooperatives, government, NGOs, etc.

### PEDAGOGY

Lectures through audio-visual presentation, structured exercises, Group discussion and Case studies.

### TOPICS TO BE COVERED

1. The nature and causes of Organizational Politics
2. Organizational context and ethics of political behavior
3. Major initiatives for acquiring power
4. Upward relations
5. Lateral relations

6. Downward relations
7. Influence tactics
8. Social network within organizations
9. Negative tactics, blunders
10. Control of dysfunctional conflicts

### APPLICATION & PROGRAMME FEE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on **Nov 17-20, 2014**. The fee for the programme is Rs. 20,000. The programme fee is to be paid by cheque/draft favouring CEP-STC, IIT Kharagpur and payable at Kharagpur. The cheque/draft is to be sent to the Programme co-ordinator, Vinod Gupta School of Management, Indian Institute of Technology Kharagpur along with the completed application form by November 14, 2014.

### PROGRAMME COORDINATOR

**Prof. Biplab Datta**

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**MANAGING SMALL BUSINESS****OBJECTIVES**

This program nurtures the knowledge and insight needed to lead and manage a small business. It provides a guidance that will improve the odds for success as an individual takes his/her own entrepreneurial journey.

**TARGET PARTICIPANTS**

Any person with an entrepreneurial bend of mind, owner of small businesses.

**TOPICS TO BE COVERED**

Session	Topic (Broad areas)
1	The entrepreneurial life
2	Entrepreneurial Integrity: A gateway to small business opportunity
3	Getting started
4	Franchises and Buyouts
5	The family business
6	The business plan: Visualizing the dream
7	The marketing plan
8	The human resource plan: managers, owners, allies, Directors
9	The location Plan
10	The Financial plan part 1: projecting financial requirements
11	The financial plan part 2: Finding sources of funds
12	The harvest plan
13	Customer relationships; the key ingredient
14	Product and Supply chain management
15	Pricing and credit decisions
16	Promotional planning

17	Global marketing
18	Professional management in entrepreneurial firm
19	Managing human resources
20	Managing Operations
21	Managing risk
22	Managing assets
23	Evaluating Financial and social performance

**PEDAGOGY**

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions

**PROGRAMME FEE, DURATION, DATE AND VENUE**

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on November 24-30, 2014. The fee for the programme is Rs. 30,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by November 21, 2014. The fee covers study material and lodging.

**PROGRAMME COORDINATOR**

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## MATERIALS AND INVENTORY MANAGEMENT

### OBJECTIVES

Management of materials plays an important role in providing a competitive edge in today's competitive Business Scenario. Apart from managing working capital, management of materials also helps in improving product performance. Management of inventory is an essential component of Materials Management function. In addition to Raw Materials and Consumables, management of Spares is also very critical; especially for process industry. The programme is focused on understanding and developing appropriate strategy for materials and inventory management.

### TARGET PARTICIPANTS

Middle and senior level executives in materials, purchasing, production planning, inventory planning, vendor development, vendor relations managers, supply management, etc.

### PEDAGOGY & TOPICS TO BE COVERED

The programme consists of classroom discussions, individual and group exercises, and case studies. The programme will cover various analytical and innovative tools used for managing materials. Case studies will focus on best practices and learning from the successes and the failures of past efforts.

#### Course Content:

- Strategic role of Materials Management
- Materials and Inventory cycle

- Classification and Codification of Materials
- Models for managing Inventory
- Vendor rating
- Management of Spares

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is three days and it would be held on January 5-7, 2015. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by January 2, 2015. The fee covers study material and lodging

### PROGRAMME CO-ORDINATOR

#### Anand Teltumbde

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## Financial Modeling and Risk Management

### OBJECTIVES

Financial liberalisation has provided opportunities and challenges to market participants in terms of high return and risk. In a competitive environment, it is very much essential to know the regulatory as well as the theoretical and empirical foundations of various aspects of financial markets. The present global financial turmoil is characterized by weak economic environment, low liquidity and volatile financial markets. In this context, it is imperative for all the market participants to understand the financial market dynamics and empirically assess the financial risks. The discussion on "Financial Modelling and Risk Management" provides them an ideal platform for enhancing their knowledge on empirical finance. It helps the financial consultants, retail investors, corporate managers and academicians to take long-term financial decisions in a prudent manner.

### TARGET PARTICIPANTS

The course is addressed to (1) Executive from Industry, government organisations and NGOs, (2) Faculty members from colleges and universities, and (3) students with minimum qualification of graduation.

### PEDAGOGY

It consists of readings from classical articles to develop a theoretical framework followed by case study discussions to examine the situation in the cases in terms of the theory. Critical thinking, problem solving, mathematical/statistical ability for decision making in individual and group mode are encouraged.

#### Corporate Finance

- Modelling the Determinants of Capital Structure
- Agency Conflict and Dividend Policy

#### Portfolio Management

- Estimation of Risk and Return of Portfolio
- Testing of CAPM, APM and MFM

- Optimal Portfolio Selection (Application of Markowitz, Sharpe, Lagrange Multiplier and Utility Models)
- Construction of Index Fund and Stylized Funds in the Mutual Fund

#### Financial Market

- Financial Market Integration (Application of Co-integration)
- Efficient Market Hypothesis (Application of Time Series Models)
- Financial market Instability: Measurement and Construction of Instability Index
- Financial market Forecasting: Interest rate, Exchange Rate and Stock Price

#### Risk Management

- Fixed Income Securities: Duration, Convexity and Value at Risk
- Assessment of Risk in Equity market through Value-at-Risk
- Basle-II Norms: Credit, Market and Operational Risk
- Risk management in Insurance Companies: Solvency-I and II
- Risk Management through Derivatives (Future, Option and Swaps)

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on January 12-15, 2015. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by January 9, 2015. The fee covers study material and lodging

### PROGRAMME CO-ORDINATOR

#### **Prof A K Misra**

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## OPERATIONS STRATEGY

### OBJECTIVES

This programme aims to expose the participants to various aspects of operations strategy and latest trends in operations management. At the end of this programme the participant would be able to:

- Appreciate the linkage between corporate and manufacturing strategy
- Understand the constituents of operations strategy
- Understand how operations strategy is implemented
- Appreciate the concept of world class manufacturing
- Formulate an action plan for implementation in their own company

### TARGET PARTICIPANTS

This programme is designed for senior or middle-level executives in manufacturing and supply chain management with at least 5 years of experience, preferably engineers and MBA.

### PEDAGOGY

It consists of readings from classical articles to develop a theoretical framework followed by case study discussions to examine the situation in the cases in terms of the theory. Critical thinking, problem solving, mathematical/statistical ability for decision making in individual and group mode are encouraged.

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on January 19-23, 2015. The fee for the programme is Rs. 25,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by January 16, 2015. The fee covers study material and lodging

### PROGRAMME CO-ORDINATOR

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**Prof A Sarkar**

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**MANAGING ANGER AND ANXIETY AT WORKPLACE****OBJECTIVES**

This program focuses on discussing about the causes of genesis of anger and anxiety and their proper management.

**TARGET PARTICIPANTS**

Target participants: Any person who is concerned of wellbeing of oneself and others

Session	Topic (Broad areas)
	<b>Module A</b>
1	Understanding Anger
2	Do's and Don'ts
3	Gaining Control
4	Separate the People from the Problem
5	Working on the Problem
6	Solving the Problem
7	A Personal Plan
8	The Triple A Approach
9	Dealing with Angry People
	<b>Module B</b>
10	Common Types of Anxiety
11	Recognizing Symptoms in Others
12	Coping Strategies (I)
13	Coping Strategies (II)
14	Don't Avoid the Situation
15	Differences in Anxiety and Normal Nervousness
16	Physical Symptoms

17	Recognize the Positive Aspects of Anxiety
18	Common Anxiety Triggers
19	When to Seek Extra Help?

**PEDAGOGY**

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions

**PROGRAMME FEE, DURATION, DATE AND VENUE**

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on January 27-30, 2015. The fee for the programme is Rs. 30,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by January 23, 2015. The fee covers study material and lodging.

**PROGRAMME COORDINATOR**

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## LOGISTICS AND SUPPLY CHAIN MANAGEMENT

### OBJECTIVES

In today's business environment, an efficient and effective supply chain is a necessity for staying competitive in the market. Managing supply chain is a complex job as it includes and affects the entire business activities of an organization and its business partners. Understanding the dynamics and complexity of the supply chain is quite challenging and a prerequisite for any supply chain endeavour. The purpose of this programme will be to develop an appreciation for the concept of working with business partners and understand the drivers and challenges of achieving supply chain excellence through integration and coordination. The programme also aims at systematic understanding of international logistics within the context of globalization, sustainability, competitive advantage, and business strategy.

### TARGET PARTICIPANTS

Executives currently working in the Materials, Planning, Manufacturing, Marketing, Sourcing, Logistics and Information Systems with a minimum of 3 years of experience. Organisations, that want to leverage their supply chain practices as a competitive weapon will benefit from the course. Companies that are in major supply chain restructuring mode will find the course particularly advantageous.

### PEDAGOGY

The programme consists of classroom discussions, individual and group exercises, and case studies. It will cover using various analytical and innovative tools used for supply chain improvement. Case studies will expose the participants to logistics and supply chain best practices and learning from the successes and failures

### TOPICS TO BE COVERED

- Linking supply chain strategy with corporate strategy, Global Supply Chain Design, Supply Chain Restructuring, Supply Chain Matrics.
- Logistics operations & Transportation Infrastructure, Multimodal Transport

- Ocean Transportation, Liner & Tramp Shipping and Freight Practices, Maritime Frauds & Risk Management in International Trade Logistics, Air Transport
- Transport Modeling: Air Maritime Transportation, Dynamic Models for Freight Transportation, Hazardous Materials Transportation, Traffic Equilibrium Models
- Supply Chain Coordination: Bullwhip effect, Forecasting & Inventory Management, Concept of double marginalization, Supply Contracts, Information Sharing, Joint Optimization Models
- Supply Chain Relationship Management: Importance of relationship management in SC, Supplier relationship management, Prioritizing Purchasing manager's efforts - Purchasing portfolio models, Customer relationship management, Relationship management frameworks
- Supply Chain Risk Management

### APPLICATION & PROGRAMME FEE

The programme is residential and it would be conducted at IIT Kharagpur Campus. It would be held on Feb 09-11, 2015. The fee for the programme is Rs. 25,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by February 05, 2015. The fee covers study material and lodging.

### PROGRAMME COORDINATORS

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## POLITICAL BEHAVIOUR IN ORGANIZATIONS

### OBJECTIVES

It is important to be politically astute in order to succeed in organizational life. The objective of the course is to provide understanding of the strategies and tactics of handling positive organizational politics and the vital topics of negative tactics, blunders and overcoming dysfunctional conflicts. It will help in building the political skills of the participants.

### TARGET PARTICIPANTS

The target participants for programme range from Junior to Senior Management executives of any organization-- private, public, cooperatives, government, NGOs, etc.

### PEDAGOGY

Lectures through audio-visual presentation, Structured exercises, Group discussion and Case studies.

### TOPICS TO BE COVERED

1. The nature and causes of Organizational Politics
2. Organizational context and ethics of political behavior
3. Major initiatives for acquiring power
4. Upward relations
5. Lateral relations
6. Downward relations
7. Influence tactics
8. Social network within organizations
9. Negative tactics, blunders
10. Control of dysfunctional conflicts

### APPLICATION & PROGRAMME FEE

The programme is residential and it would be conducted at IIT Kharagpur Campus and it would be held on February 16-18, 2015. The fee for the programme is Rs. 20,000. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by February 13, 2015. The fee covers study material and lodging.

### PROGRAMME COORDINATORS

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## SERVICES MARKETING

### OBJECTIVES

The objective of the course is to provide understanding of concepts of Services marketing.

### TARGET PARTICIPANTS

This programme is designed for senior or middle-level executives in manufacturing and supply chain management with at least 5 years of experience, preferably engineers and MBA.

### PEDAGOGY & TOPICS TO BE COVERED

Lectures through audio-visual presentation, Structured exercises, Group discussion and Case studies.

#### Part A: Understanding customer requirements

- Customers expectations and perceptions of service, customer research, customer defined service standards

#### Part B: Quality management

- Service quality, technical and functional quality, determinants of service quality, gap model, Kano's model

#### Part C: Service design and development

- Challenges to services design, new service development, developing the service blueprint, quality function deployment, service innovations

#### Part D: Service delivery: Employee roles

- Employee roles in service delivery, matching customer expectations, matching demand with capacity

#### Part E: Service delivery: Customer roles

- Customer co-production, customer roles, service failure and recovery, customer satisfaction and delight..

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is five days and it would be held on February 23-27, 2015. The fee for the programme is Rs. 25,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by February 20, 2015. The fee covers study material and lodging

### PROGRAMME CO-ORDINATOR

#### Prof. B. Datta

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## PERFORMANCE MANAGEMENT

### OBJECTIVES

This program focuses on understanding the performance management process and system and the recent development in the field.

### TARGET PARTICIPANTS

This programme is designed for senior or middle-level Managers in HR Function.

### TOPICS TO BE COVERED

Session	Topic (Broad areas)
1	The Background to Performance Management
2	The Practice of Performance Management
3	Performance Management Processes
4	Performance Management in Action
5	The Application of Performance Management
6	Developing and Maintaining Performance Management
7	Performance Management Audit
8	Ethical issues in Performance management
9	Performance Management Toolkit

### PEDAGOGY

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on March 09-11, 2015. The fee for the programme is Rs. 20,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by March 06, 2015. The fee covers study material and lodging.

### PROGRAMME COORDINATOR

#### Dr. Susmita Mukhopadhyay

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## Retail Management

### OBJECTIVES

The objective of the Course is to provide understanding of management of Retail business.

### TARGET PARTICIPANTS

This programme is designed for senior or middle-level Managers in Marketing and Retail Function

### PEDAGOGY & TOPICS TO BE COVERED

Lectures through audio-visual presentation, Structured exercises, Group discussion and Case studies.

#### Part A: An Overview of Strategic Retail Management and Situation analysis:

- An Introduction to Retailing
- Building and Sustaining Relationships in Retailing
- Strategic Planning in Retailing
- Retail Institutions by Ownership
- Retail Institutions by Store-Based Strategy Mix
- Web, Non-store-Based, and Other Forms of Nontraditional Retailing

#### Part B: Targeting Customers, Gathering Information and Choosing a Store Location:

- Identifying and Understanding Consumers
- Information Gathering and Processing in Retailing
- Trading-Area Analysis
- Site Selection

#### Part C: Managing a Retail Business:

- Retail Organization and Human Resource Management
- Operations Management: Financial Dimensions
- Operations Management: Operational Dimensions

#### Part D: Merchandise Management and Pricing:

- Developing Merchandise Plans
- Implementing Merchandise Plans
- Financial Merchandise Management
- Pricing in Retailing

#### Part E: Communicating with the Customer:

- Establishing and Maintaining a Retail Image
- Promotional Strategy

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is five days and it would be held on March 16-20, 2015. The fee for the programme is Rs. 25,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by March 13, 2015. The fee covers study material and lodging

### PROGRAMME CO-ORDINATOR

#### Prof. S. Bhattacharya

Vinod Gupta School of Management

Indian Institute of Technology Kharagpur, West Bengal 721302

Tel: 09475368435, Fax: 03222-283874/255303/282700

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**TALENT INTELLIGENCE MANAGEMENT****OBJECTIVES**

This program focuses on what company needs to know to identify and measure talent. Having a good talent intelligence – an accurate understanding of the skills, expertise and qualities of people is essential for people decisions that all businesses make. Talent measurement- how companies produce their talent intelligence and then use it is essential for ensuring that they get right people in the right roles. This program shows how to overcome the stumbling blocks in the way of successful talent intelligence, shows what organizations need to measure, how they can best do so and how they can successfully implement measurement and use the results.

**TARGET PARTICIPANTS**

This programme is designed for Talent managers

Session	Topic (Broad areas)
1	Talent Management
2	Talent measurement
3	Standard measures of talent
4	Rethinking measurement
5	Tools of the trade
6	Choosing the best method
7	Building the foundations for talent measurement
8	Talent Audit
9	Talent analytics
10	Sourcing the expertise needed
11	Making measurement work

**PEDAGOGY**

Faculty members from Vinod Gupta School of Management would deliver lectures, undertake simulated and structured exercises and case studies in interactive sessions

**PROGRAMME FEE, DURATION, DATE AND VENUE**

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on March 23-25, 2015. The fee for the programme is Rs. 30,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by September 18, 2015. The fee covers study material and lodging.

**PROGRAMME COORDINATOR**

**Dr. Susmita Mukhopadhyay**

Vinod Gupta School of Management

Indian Institute of Technology Kharagpur, West Bengal 721302

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## PURCHASING & OUTSOURCING FOR COMPETITIVE ADVANTAGE

### OBJECTIVES

Purchasing and outsourcing has become a key result area for a competitive organisation. There is an increasing trend with organisations to remain focussed on their core strengths while outsourcing non-core areas. This led to increase in the volume of purchase of goods and services as a proportion of revenue in all organisations. This highlights the importance of purchasing in the overall performance of the organisation. Further, increased globalisation provides an organisation many opportunities of sourcing from low cost countries. Global sourcing of input materials and services increases business complexity thus emphasising the strategic role of the purchasing and outsourcing. Increased complexity and globalisation made the job of managing purchases and outsourcing a challenging task. This programme aims at developing an understanding of the complexity and the dynamics involved in managing the purchasing and outsourcing function.

### TARGET PARTICIPANTS

Middle and senior level executives in the purchasing, outsourcing, vendor development, vendor relations managers, supply management, capital item procurement, executives dealing with outsourcing of services and the like.

### PEDAGOGY & TOPICS TO BE COVERED

The programme consists of classroom discussions, individual and group exercises, and case studies. The programme will cover various analytical and innovative tools used for managing purchases and outsourcing in a global context. Case studies will focus on purchasing and outsourcing best practices and learning from the successes and the failures of past efforts.

#### Course Content:

- Strategic role of purchasing
- Purchasing cycle

- Purchasing in the context of right quality & right price
- Capital item procurement
- Purchase negotiation
- Vendor development
- Vendor rating
- Outsourcing and buyer-seller relationship
- Make or buy decisions

### PROGRAMME FEE, DURATION, DATE AND VENUE

The programme is residential and it would be conducted at IIT Kharagpur Campus. The duration of the programme is four days and it would be held on March 30 – April 02, 2015. The fee for the programme is Rs. 25,000 (including Service tax) per participant. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by March 26, 2015. The fee covers study material and lodging

### PROGRAMME CO-ORDINATORS

**Prof A Sarkar**

**Prof K K Ghose**

Vinod Gupta School of Management

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**BUSINESS ETHICS****OBJECTIVES**

This program focuses on developing a comprehensive and holistic idea of contemporary business ethics at a practical management decision-making level and a contextualized level from the twin perspectives of globalization and sustainability as a concerned citizen.

**TARGET PARTICIPANTS**

Essential for everyone connected with business.

**TOPICS TO BE COVERED**

Session	Topic (Broad areas)
1	Introducing business Ethics
2	Framing business Ethics
3	Evaluating business ethics
4	Making Decision in Business ethics
5	Managing Business ethics
6	Shareholders and Business ethics
7	Employees and Business ethics
8	Leadership ethics
9	Consumer and business ethics
10	Suppliers, competitors and Business ethics
11	Accounting and Business ethics
12	IT and Business ethics
13	Environment and ethics
14	Civil society and Business ethics
15	Government regulation and business ethics

**PEDAGOGY**

Lectures through audio-visual presentation, Structured exercises, Group discussion and Case studies.

**APPLICATION & PROGRAMME FEE**

The programme is residential and it would be conducted at IIT Kharagpur Campus and it would be held on April 06-07, 2015. The fee for the programme is Rs. 20,000. The programme fee is payable at Kharagpur by cheque/draft favouring CEP-STC, IIT Kharagpur and send to programme co-ordinator along with the completed application form by April 03, 2015. The fee covers study material and lodging.

**PROGRAMME COORDINATOR**

**Dr. Susmita Mukhopadhyay**

Vinod Gupta School of Management

Indian Institute of Technology Kharagpur, West Bengal 721302

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**Web:** <http://www.vgsom.iitkgp.ernet.in>

## FACULTY PROFILES

### **Parama Barai**

Fellow (XLRI, Jamshedpur)

Specialization: Finance, Mergers & Acquisitions, Investment Management, Venture Capital

Parama Barai has joined VGSOM in 2011 as Assistant Professor. Her current research is focused on corporate finance, with topics like performance of M&As, venture capital for university start-ups, and performance of mutual funds. She has published her work in refereed journals and conferences, in India and abroad. Before her doctoral studies in management, she worked for 6 years in the steel industry as a design engineer, and also has several publications in engineering journals.

### **Sujoy Bhattacharya**

MBA, PhD (III TM – Gwalior)

Specialization: Marketing, Data analytics, Retail management

Sujoy Bhattacharya has nine years of teaching and research experience. He has taught at Mudra Institute of Communications, Ahmedabad, Goa Institute of Management, Goa and S. P. Jain Institute of Management, Singapore Campus. He has been a trainer for the Border Security Forces (Takenpur) at the 'Chanakya' tactical training wing at the senior command (DIG) level. He has conducted doctoral workshops at DOMS, IIT Madras and DOMS, IIT Roorkee. He teaches Retail Management, Marketing Strategy, and core marketing courses. His research interests are Qualitative Methodologies, SEM, Mixed Method Research and Panel Data Analysis in Marketing.

**Uttam Kumar Chatterjee**

M.Tech., PhD (IIT Kharagpur)

Prof. Chatterjee has over 28 years of experience in the field of manufacturing and supply chain management in Unilever group of companies. Since last ten years or so he has been leading the development of strategy and capability building in the area of Quality & Manufacturing Excellence in Unilever organizations across Asia, Africa, Middle East Turkey and central & Eastern Europe region as Head of Quality function. An expert committee on foods and quality & safety in CII is chaired by him over 8 years with the objective of developing awareness on food hygiene & safety across the country and support building the capability of Indian food industries. He carried out his research work in VGSOM, IIT Kharagpur on Total Productive Maintenance & Management (TPM), while introducing this concept across Unilever in Asia region as the key facilitator. He is the first recipient of 'Nakajima Award' by Japanese Institute of Planned Maintenance affiliated to Japanese Management Association for his contribution in this field over last ten years. He is a founder board member of TPM Club of India set up jointly by CII & JIPM and many Indian manufacturing units are now driving TPM for their business benefits.

**Biplab Datta**

B. Arch. (IIT Kharagpur), M.B.E.M., PhD (IIT Delhi)

Specialization: Marketing management, Quality management, Leadership and teamwork

Prof. Datta's research interests include marketing management, leadership and teamwork, service quality management and customer relationship management. He was awarded Silver Medal in Architecture by IIT Kharagpur in the year 1992. He has received ISO 9000 Lead Auditor Certificate from DNV, UK. He has several research papers published in national and international journals. He has also organized a number of Management Development Programmes for executives and also for faculty members of other management institutes.

**Kunal Ghosh**

M.Tech.(IIT Kharagpur)

Specialization: Corporate Strategy, Marketing, Business Excellence and Quality Systems, Enterprise Resource Planning and Process optimization

Prof. Ghosh has more than 30 years of work experience at various levels in the automobile industry. He was the “Corporate Initiatives Head” of Tata Technologies Ltd. before joining the academic world. He has adjudged the ‘Best Young Materials Manager’ in 1986 by the Indian Institute of Materials Management. He also received the ‘Best Young Manager’s Award’ in 1990 from All India Management Association. He was the prime architect of “Parts Supply Management” System for Nissan plant Australia, Melbourne. He has pioneered innovative modeling in production distribution systems for leading multinationals.

**Kalyan Kumar Guin**

Fellow (IIM Bangalore)

Specialization: Marketing, Operations Management, Statistical Methods for Management

Prof. Kalyan Kumar Guin has a special interest in quantitative modeling of strategic issues in management. He actively participates in real life problem solving in business environment through consultancy work. Prof. Guin has organized and coordinated a number of national and international management development programmes.

**Jitendra Mahakud**

M.A., M.Phil. (Hyderabad University), PhD (IIT Bombay)

Specialization: Financial Economics, Corporate Finance, Investment Management

Prof. Jitendra Mahakud has more than eight years of teaching and research experience in the area of finance at IMT Ghaziabad, IBS Hyderabad, Nirma Institute of Management, Ahmedabad and Narsee Monjee Institute of Management Studies, Mumbai. He has published more than 20 research papers in leading national and international journals. He has co-authored a text book titled 'Financial Institutions and Markets' published by Tata McGraw Hill.

**Aradhna Malik**

Ph.D. (University of Denver, USA)

Dr. Aradhna Malik has been working with VGSOM, IIT Kharagpur, as an Assistant Professor since July 2008. She has about 14 years of experience in a diversity of roles and organizations in India and abroad. Dr. Malik has been trained in grant-writing from the Grants Institute, USA. Her work includes research on developmental communication, management of social welfare organizations, competence in intercultural communication, and the social impact of technology. Dr. Malik is currently serving as the Associate Copy Editor of Asian English as a Foreign Language (AEFL) Journal.

**Chandra Sekhar Mishra**

M. Com., PhD (Utkal University)

Specialization: Finance, Accounting, Mergers & Acquisitions

Prof. Mishra has been working with VGSOM as an Assistant Professor since July 2007. Prior to joining VGSOM he was working as a faculty member at IMT Gaziabad and has more than more than twelve years of teaching and research experience. His research interests include valuation, mergers & acquisitions and financial reporting. He has published several articles in various national and international referred journals. He is also a life member of Indian Accounting Association.

**Arun Kumar Misra**

M. Phil., PhD (IIT Bombay)

Specialization: Banking, Finance and Financial Markets

Dr. Arun Kumar Misra's teaching and research activities relate to Economics and Finance especially in the areas of Financial Markets, Risk Management, Commercial Banking and Investment Banking. Before joining VGSOM, he was working as Senior Manager in a leading Public Sector Bank. As a professional Banker, Dr. Misra has extensive experience in the areas capital markets, risk management, Basel – II implementation in banks, asset liabilities management, profit and profitability management in banks. He has several publications primarily in the areas of financial markets integration and risk management. He is an associate fellow of Indian Institute of Bankers.

**Susmita Mukhopadhyay**

M. Sc. (Applied Psychology), PGDHRM, PhD (Calcutta University)

Specialization: Human Resource Management & Industrial Relationship, Business Value and Ethics, Organizational Behaviour

Prof. Mukhopadhyay, First Class First in M.Sc., winner of the Young Scientist Award and Search of Excellence Award, has several publications in national and international journals to her credit. Her research interests include Organizational Health, Women Studies, Consumer Behaviour, Infrastructure Management, Quantitative Techniques and Microfinance. She is a fellow at Microfinance Research Alliance Programme, Center for Microfinance, Institute of Financial Management & research, Chennai.

**Rudra Prakash Pradhan**

M.A., PhD (IIT Kharagpur)

Specialization: Econometric Modeling & Business Forecasting

Prof. Pradhan has been working with VGSOM, IIT Kharagpur as an Assistant Professor since 2007. Prior to joining VGSOM he was working as a faculty member at BITS Pilani and has more than six years of teaching and research experience. His research interests include infrastructure finance, foreign direct investments and econometric modeling. He has published several articles in various national and international referred journals. He has also authored a book on Forecasting Financial Markets in India. He is life member of Indian Econometric Society and operational Society of India.

**Prabina Rajib**

MBM, PhD (IIT Kharagpur)

Specialization: Finance, Capital Markets

Prof. Rajib has been working at VGSOM, IIT Kharagpur since 2000. Prof. Rajib has been a recipient of the prestigious Fulbright Fellowship and visited Purdue University for her doctoral research. Her research interests include financial & commodity derivatives, Indian capital markets and corporate finance. She has published several articles in various national and international referred journals. She has also co-authored a book on capital markets.

**Sangeeta Sahney**

MBA (Bundelkhand University), Ph.D. (IIT Delhi)

Dr. Sahney has been working with VGSOM, IIT Kharagpur since 2005, and is currently designated as an Associate Professor at the School. A Gold Medalist MBA (Bundelkhand University), followed by a UGC-NET and a PhD (IIT Delhi), she has served as a faculty member at U.P Technical University and IIT Roorkee. She has also served as a faculty under Secondment (MHRD) at the School of Management, Asian Institute of Technology, Bangkok in 2009 for 4 months. With a specialization in Marketing, she teaches Marketing Management, Consumer Behavior Analysis and sales Management. Her research interests include studies in Consumer Behavior, Organizational Behavior and Quality Management in Education. She has several publications to her credit in both national and international journals, and has also awards in a few of them. She is also on the editorial board of a number of journals.

**Ashutosh Sarkar**

M.Tech., Ph.D. (IIT Kharagpur)

Dr. Sarkar teaches operations management, supply chain management and service operations management at VGSOM. He earned his M.Tech. and PhD in Industrial Engineering & Management from IIT Kharagpur. He has done many consultancy and training assignments for various organizations in India. His research interests are supply chain coordination, supplier relationship management and supply chain risk management. His research works have appeared in many reputed international journals including Transportation Research Part E, IJPE, C&IE, and JPSM which have been highly cited by researchers across the world. He has visited Center for Logistics & Supply Chain Management, Faculty of Business, Economics and Statistics, University of Vienna as a researcher. He was also selected for the prestigious BOYSCAST Fellowship (2008-2009) by Department of Science & Technology, Government of India. He is a life member of Indian Institute of Industrial Engineering and Society of Operations Management. He has also been awarded the BEST PROFESSOR IN SUPPLY CHAIN MANAGEMENT at the World Education Congress 2012.

**Gautam Sinha (on lien)**

M. Tech. (ISM Dhanbad), PhD (IIT Kharagpur)

Specialization: Operations Management, Manufacturing Strategy

Prof. Sinha has worked for nearly 25 years in the steel and engineering industr. Prof. Sinha was trained as TQM Trainer by Institute for Resource Development, Columbia, USA in 1991 and received his ISO Lead Assessor Certificate from BSIQA, UK. He has co-authored one book in management research. Prior to joining IIT Kharagpur in 2002, he was Senior Deputy Director, Management Training Institute, SAIL and has conducted over 100 management development programmes.

**K.B.L. Srivastava**

M.A., PhD (IIT Kanpur)

Specialization: Human Resource Management and Development,  
Organizational Behaviour

Prof. K.B.L. Srivastava has more than 18 years of teaching, research and training experience. He has taught earlier at BITS Pilani, and T.A. Pai Institute, Manipal and also served as visiting faculty at XLRI, Jamshedpur (2002) and Asian Institute of Technology, Bangkok (2005). He has published more than 40 research papers in national and international journals and contributed 20 chapters in edited books. He has conducted management development programmes in the areas of behavioural/soft skills and human resource management and development. His current consulting and research expertise are in the area of Strategic Human Resource Management, Organizational Culture, Leadership, Emotional Intelligence, Knowledge Management, Psychology of well-being, CSR and Corporate Affairs.

**Damodar Suar**

M.A. (Psychology), PhD (IIT Kharagpur)

Specialization: Social and organizational psychology,  
Neuropsychology

Prof. Suar has more than 25 years of teaching experience. He is an associate editor of the journal Psychological Studies. His research focusses on contemporary social issues. He has authored three books, over 70 research scientific/professional articles including book chapters. He has handled more than 30 research/consultancy projects and co-ordinated more than 15 training programmes.

**Anand Teltumbde**

B E (Mech), PGDM (IIM Ahmedabad), PhD (Mumbai)

Specialization: Corporate Strategy, Project Management, Production and Operations Management and Information Systems

Prof. Teltumbde has more than 35 years of work experience in Oil industry out of which more than seven years at board level. Prof Teltumbde has a trackrecord of managing projects in various capacities and various modes, viz., single big project, international project, portfolio of projects, and programmes, etc. He has created certain benchmarks in oil industry projects and developed a novel project control paradigm, which was successfully implemented in live environment. He was Managing Director and CEO of Petronet India and had rich experience having turn around a company at Nigeria. He had consultancy assignments in Kenya, Tanzania and China. As CIO of one of the Fortune 500 Companies he led successful transformation of a big organization from EDP-paradigm to a frontier IT savvy organization. He successfully headed one of India's first and big ERP implementations. He has over 20 papers to his credit and has been visiting faculty to many management institutes.



## NOMINATION FORM

<b>Title of the Programme</b>			
<b>Duration of the Programme</b>			
<b>TO BE FILLED BY THE PARTICIPANT</b>			
<b>Name:</b>			
<b>Gender:</b>		<b>Age:</b>	
<b>Designation:</b>			
<b>Organisation:</b>			
<b>Mobile:</b>			
<b>Email:</b>			
<b>TO BE FILLED BY SPONSOR</b>			
<b>Name of the Sponsor:</b>			
<b>Address for Communication:</b>			
<b>IIT Khargapur PAN</b> <b>AAAJI0323G</b>	<b>IIT Kharagpur is exempted from Income tax as per Income tax act Section 10(23C)(iiiab). Tax Exemption certificate will be issued, if required.</b>		

Candidate's Signature/ Nominating Authority's Signature

