

# Management Development Programs

2017-18

CENTRE FOR MANAGEMENT DEVELOPMENT AND CONSULTANCY (CMDc)



School of Management  
(Formerly BIMTECH, Bhubaneswar)  
Birla Global University

IDCO PLOT#2, GOTHAPATNA, BHUBANESWAR - 751003

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# ABOUT BGU

Birla Global University is a self-financed private unitary University and has been established by the enactment of Birla Global University Odisha Act, 2015 with its main campus spread over an area of nearly 30 acres of land in Gothapatna village under Bhubaneswar city limits. As per the Act the management of the university is carried out by a Board of Governors headed by Smt. Jayshree Mohta, Chairman, Birla Academy of Art & culture being the main promoter of Birla Global University. However, Honorable Governor of Odisha is the Chancellor of the University.

The University has been established with a goal to be the best destination for aspiring new-gen managers. It is committed to redefine 'quality' in management education with state of the art facilities, best of the infrastructures and finest of faculty members. Presently, the University operates with four schools i.e.

1. School of Management offering MBA and BBA(Honours)
2. School of Communication offering MA in Journalism & Mass Communication (MAJMC) and BA in Journalism & Mass Communication (BAJMC)
3. School of Commerce offering M.Com & B.Com
4. School of Social Sciences & Humanities offering MA in Economics

The university plans to extend the scopes of the existing schools as well as to open new schools for Art & Culture, Literature, Sciences and research programmes. In fact, the core strength of the university is its commitment towards research and development. The university, this way, aims at catering to the need of the young mass of the country and to take Odisha to the global arena in the sphere of higher education.

# VISION

The vision of the university is to disseminate knowledge based education, a leader in the field of research oriented activities and global leader in the high quality education providing excellence and values in the field of higher education.

# MISSION

The avowed mission of the university is to develop scholars committed to the high ideals and search for the knowledge achievement of success in their career. The university in the field of higher education would provide the knowledge to the students to excel in the fields of research, innovation and entrepreneurship development besides a steady career path.

# VALUES

Ethics and Integrity  
Sustainability and Transparency



## FROM THE DIRECTOR'S DESK



**P**eople in an organization are the great differentiating resource for its growth and business success. But most of their talents remain hidden like iceberg; about 80% of it remains submerged. We have to raise them and develop further for both personal and organizational benefits. Developing competencies with new or finer skills, knowledge and attitude, therefore, is of paramount importance in the competitive world of business today.

Management Development Programmes (MDPs) are found to be very effective in updating the knowledge and skills of corporate executives with many useful practicing concepts and tools developed by global thought leaders. They are equipped to face the multiple challenges of maintaining good inter-personal relations and adjusting to many complex business environment.

The Centre for Management Development & Consultancy (CMDC) of BGU, Bhubaneswar is committed to help corporate organizations, both in public and private sectors, in unleashing the power of such huge human potentials through a number of customized corporate as well as short duration open management development programmes.

Our faculty resource, enriched with vast and varied academic and corporate experience, has the special distinction of receiving consistently excellent feedback from the participants of our MDPs. Programmes.

We present to you our MDP Brochure 2016-17 with a bouquet of well customized MDPs in different specialized functional areas of business and look forward to avail opportunities to assist you in making your executive learning life-long.

**Dr. P. Nayak**  
Professor and Director,  
BIMTECH,  
BGU, Bhubaneswar

# SALIENT FEATURES

## CENTRE FOR MANAGEMENT DEVELOPMENT AND CONSULTANCY (CMD C)

Centre for Management Development And Consultancy aims to create a training base which engages in management advocacy for general management and human resource development and aligns itself with the human resource practices, experiences with training and capability enhancement. Programs for the business houses and conglomerates, help develop professionals leading to increased output and productivity, marching towards inclusive growth. One of the prime objectives of Centre for Management Development at BIMTECH is to conduct training in various functional areas of management to provide quality inputs to national and international conglomerates, government, public and private sector organizations, donor agencies and international and national NGOs.

### Overview

We understand that it is a herculean task to motivate your employees to face and accept new challenges and to flourish and grow along with the organisation. This intensifies the need for education, training and development. Honing up the existing skills and acquiring specialized skills, is a perpetual requirement. We offer you an entire portfolio to choose from diverse training programs that will address your needs at all levels. Our customized programs can be linked with the performance assessment, providing opportunities of vertical and lateral growth for employees.

### Why are Management Development Programs necessary?

When a fresher enters the corporate corridors, it is normal to feel lost and wishing for hand-holding till they settle in. However, not only freshers, but most new managers feel as though they have been thrown into the middle of the ocean without a life jacket. Mastering managerial skills will provide managers with the confidence and skills required to manage themselves as well as the team. We have also designed the programs in a way that will provide intensive inputs. The training programs serve to sharpen the essential lessons which can be applied to real life circumstances.

### Direct Benefits

- ✓ Improves employee motivation
- ✓ Helps in building strong linkages with corporate.
- ✓ Brings in ability for self assessment and self appraisal.
- ✓ Provides opportunity for growth and development of employees.
- ✓ Provides means for performance assessment and provides a platform to perform better. Enables employee retention.

### Aims and Objectives

- ✓ To develop capable managers and leaders who contribute towards the growth of the organization.
- ✓ To create professionals who will be able to work in a multi-cultural & Multi-faceted organization
- ✓ To develop the spirit of training for best results.
- ✓ To develop value based leadership pipeline throughout organization and the society.

**Here at BGU, Centre for Management Development, we have some of the best features and the best people for the job.**

**Industry experts as faculty:**

Our faculty is drawn from a diversified pool of highly experienced industry professionals and academicians. Their different background and vast experience provides valuable insights into the dynamic and challenging world of business.

**Interactive Training at corporate premises:**

We go one step ahead in making you comfortable. We come and train at your premises so that you are comfortable in your own premises and the transfer of learning takes place at a faster rate. However, MDPs can also be delivered in or near the BGU premises in Bhubaneswar / Puri, if desired by corporate.

**Pedagogy - Case studies, workshops and presentations:**

The training programmes would facilitate the participants to learn from three equally important sources of knowledge-self learning, learning through interaction with the faculty and among the participants. It includes case studies, role-plays, interactive classroom simulations, work-shops, group exercises and presentations.

**Outbound Training:**

This is an added advantage provided in some training programs like Team Building, Leadership Development Programme, Executive Development Programme and Foundation Course in General Management provided through experienced partners.

**Feedback analysis:**

No training is complete without a feedback for both the trainer and the trainee. At the end of the training, we will give you a numerical participant's feedback also with an in-depth analysis.

# FEE STRUCTURE

## In - Company captive Programs for Frontline and Middle level Executives:

### Location: Outside Bhubaneswar:

Faculty Fee: Rs. 25,000 per day + applicable taxes for programme with maximum 25 participants.

Material cost @ Rs.500 per participant.

2-3 faculty members/trainers will be deployed by BGU for a typical 3 days programme.

The corporate will provide a venue for training with required training aids, and make all other arrangements (Boarding and lodging) for participants

The corporate would meet all travel expenses like air fare/ 2AC train fare / Road travel expenses( at actuals to be either borne directly by the company or to be reimbursed).

All arrangements for Boarding, lodging for faculty to be made and other miscellaneous administrative expenses to be borne by the company

### Location: Anywhere in Bhubaneswar

Faculty Fee: Rs. 25,000 per day+ applicable taxes for programme with maximum 25 participants.

Material Cost @ Rs.500 per participant.

2-3 faculty members/trainers will be deployed by BIMTECH or a typical 3 days programme.

The corporate will provide a venue for training with required training aids, and make all other arrangements (Boarding and Lodging) for participants

The corporate would meet all local travel expenses required by the resource persons.

### Location: At BGU Campus, Bhubaneswar (Residential)

Programmes can be organized at BGU Bhubaneswar campus with its AC Training hall, residential facilities available on campus.

Faculty Fee: Rs. 25,000 per day + applicable taxes for programme with maximum 25 participants.

AC Training hall with all training logistics @ Rs.1500 per day with support services @ Rs.500 per day

Boarding and Lodging: (a) Single Accommodation @ Rs.2500 per day per participant (b) Twin Sharing @ Rs.1500 per day per participant

Breakfast, Tea, Lunch & dinner, stay accommodation and other infrastructure will be provided by BIMTECH

Local conveyance can be provided at prevailing rates at the institute –@ Rs.1000 for pick-up from/drop at airport and @Rs.700 for pick-up from/drop at Railway Station

### Location: BGU Campus, Bhubaneswar (Non-Residential)

Faculty Fee: Rs. 25,000 per day+ applicable taxes for programme with maximum 25 participants.

AC Training hall with all training logistics @ Rs.1500 per day with support services @ Rs.500 per day

All arrangements for Breakfast, Tea, Lunch & dinner will be provided by BIMTECH @ Rs.500 per day per participant.

## Location: Hotels / Clubs / Resorts (Bhubaneswar / Puri)

Training and accommodation can also be organized in private accommodations like Hotels, Clubs, and Convention Centre in Bhubaneswar / Puri

Faculty Fee: Rs. 25,000 per day+ applicable taxes for programme with maximum 25 participants.

Training Kit and Study Material Rs.1000 per participant.

At Bhubaneswar: Boarding & Lodging: (a) Single accommodation: Rs.3500 per day per participant (b) Twin Sharing: Rs.2500 per day per participant [+ applicable taxes for (a) & (b)]

Training logistics Rs.1500/- per day

The corporate would provide / reimburse local transport for resource persons.

At Puri: Boarding and Lodging: (a) Single Accommodation: Rs.3500 per day per participant (b) Twin Sharing: Rs.2500 per day per participant [+ applicable taxes for (a) & (b)]

Training logistics Rs.1500/- per day

The corporate would meet all expenses on transportation for Resource persons by road i.e. Rs.2000 per day or actuals.

### OPEN Programs for Individual Trainees from different Corporates/ Organizations

Similar programs can also be announced out of the Bouquet of Programs and delivered as open programs by the Program Director of any Programme, with at least 15participants.

#### A. Residential Program:

Training fee of Rs.2000 per day per participant+ applicable taxes

Boarding and Lodging: (a) Single Accommodation: Rs.2500 per day per participant (b) Twin Sharing: Rs.1500 per day per participant

B, Local conveyance can be provided at prevailing rates at the institute @ Rs.1000 for pick-up from/drop at airport and @Rs.700 for pick-up from/drop at Railway Station

Training Kit and material cost at Rs.1000 per participant

#### Non-Residential Program:

Training fee of Rs.2000 per day per participant + applicable taxes

Cost of Lunch (1) and Refreshments (2) at Rs.500 per day per participant

Training Kit and material cost at Rs.1000 per participant

3.0 Wherever there is an agreed need based outbound training (OBT) component provided by an associate of BIMTECH, the cost will be extra.

1. To support and enrich the core curriculum, the programme would integrate a variety of teaching and learning resources including practical, experiential learning through cross-disciplinary case studies. These classrooms are centres of learning, which give opportunity to learn new concepts and strategies and also help in building up one's professional acumen through extensive interactions among the leaders.
2. BGU has been delivering programs in various domains of Management and has been continuously improving and adding new programs based on general and specific needs of organizations.
3. These programs can be delivered in the shape offered herein or with sensitive adaptations as per the need of the client organization. Depending on the need assessed, the content and duration of the programs can also be altered to make the learning inputs time and cost effective.

# BUSINESS COMMUNICATION

Organisational Communication	
Duration	Three (03) days
Program Director(s)	Dr. Anubha Ray
Background	<p>Communication is life-blood of an organization; communication is essential for an organization's survival and growth. All processes in an organization pass through the bottleneck of communication; therefore, ninety per cent of all problems in an organization happen because of either lack of communication or miscommunication. The program is designed:</p> <ul style="list-style-type: none"> <li>To familiarize the participants with the concepts and significance of organizational communication;.</li> <li>To help participants appreciate the strategic aspects of managing organizational dynamics through communication; and</li> <li>To enable participants develop an understanding of the close relationship between the communication process and organizational development.</li> </ul>
For Whom	Managers and Senior Managers in all types of business can benefit greatly from this program

Communication in English for the Workplace	
Duration	Seven (07) Days
Program Director (s)	Dr. Anubha Ray
Background	<p>Irrespective of the profile or position one is in today, fluency is an important requisite to communicate with colleagues and clients. To be fluent, one has to have good vocabulary, good enunciation and be grammatically correct. This program is designed:</p> <p>To help you communicate better with your clients and colleagues.</p> <ul style="list-style-type: none"> <li>Focus on Fluency</li> <li>Improve Grammar</li> <li>Improve Vocabulary</li> <li>Overcoming MTI &amp; Improve Pronunciation</li> <li>Useful expressions in business</li> <li>Professional Communication skill like Email writing &amp; Report writing</li> <li>Use of visuals for effect in presentation</li> <li>How to write clearly for business</li> </ul>
For Whom	Entry Level Managers

Cross-Cultural Communication	
Duration	Two (02) days
Program Director(s)	Dr. Anubha Ray
Background	<p>Each (human) communication situation has an environment of its own, or a (cultural) context. Each aspect of communication is firmly rooted in a cultural base.</p> <p>Every cultural has its norms that govern the way in which communication happens. These norms may vary less from individual-to-individual, but more strikingly from one population segment to another. The program is designed:</p> <ul style="list-style-type: none"> <li>To familiarize the participants with the nature and process of Cross-Cultural Communication</li> <li>To help participants appreciate various dimensions of Cross-Cultural Communication</li> <li>To enable participants initiate the development of Cross-Cultural Communication skills</li> </ul>
For Whom	Managers and Senior Managers in all types of business can benefit greatly from this program

# BUSINESS COMMUNICATION

Effective Presentation Skills	
Duration	Three (03) days
Program Director (s)	Dr. Anubha Ray
Background	<p>Presentations are an integral part of all professional fields. Presentation skills, necessary to create and deliver informative and persuasive speeches, are vital to organizational communication, its success and advancement.</p> <p>This module provides training in how to develop effective communication content for a prepared speech, how to develop and structure the content of informative presentations. The Program is designed:</p> <ul style="list-style-type: none"><li>To develop a more confident and persuasive vocal style</li><li>To use body language effectively to build rapport and maintain the motivation of the audience</li><li>To use language techniques to ensure that your key message is understood</li><li>To plan and structure your presentations creatively for maximum impact</li></ul>
For Whom	Executives at all levels in all types of business can benefit greatly from this training program.



# ECONOMICS

Economics for Executives	
Duration	Two (02) days
Program Director(s)	Prof. Swagat Mishra
Background	<p>The programme on Economics for Executives aims to facilitate the managers in developing an understanding of the various nuances of economic environment for better decision making. This course has been designed to help participants make practical sense of many complex economic terms, concepts and trends in the World today. The course objective is to help executives understand what many of the major economic indicators measure. The program is designed:</p> <ul style="list-style-type: none"><li>To provide the participants with conceptual foundations of productivity and efficiency.</li><li>To show how one can use real life data from the actual operations of private and public sector firms to measure and compare performance of different firms from an industry.</li><li>To interpret and comprehend the key macroeconomic variables.</li><li>To understand the government's fiscal and monetary policies and how they impact the firms' domestic business environment.</li><li>To set up a benchmark for evaluating the performance of a firm.</li></ul>
For Whom	Executives in the middle management in all types of businesses



# Financial Management

Advance Corporate Finance	
<b>Duration</b>	Two (02) days
<b>Program Director(s)</b>	Dr. Pradipta Sanyal
<b>Background</b>	<p>In the current, constantly shifting global economy, business environment is very turbulent and financial decisions such as Financing, investments, Mergers &amp; Acquisitions, Valuation, Risk Management, and Payout Policy, are all rendered more complex and challenging than ever before. Added to this the global differences in regulation, taxation, exchange &amp; political risk and governance all have an impact on the way financial decisions are made. Finance professionals need a solid understanding of the complexities, to enable them to take make appropriate decisions. To supplement the Advance Level of Learning in the area of Corporate Finance, this program is designed:</p> <p>to help Managers to formulate strategies in the following areas of Corporate Finance like -</p> <ul style="list-style-type: none"> <li>• Capital Expenditure Decision</li> <li>• Leverage Decision</li> <li>• Capital Structure Decision including Cost of Capital</li> <li>• Dividend Decision</li> <li>• Valuation</li> </ul>
<b>For Whom</b>	Those working in Finance and Accounts Departments of Different Organizations and want to learn in-depth knowledge of Advance Corporate Finance.

Advance Taxation for Managers	
<b>Duration</b>	Two (02) days
<b>Program Director(s)</b>	Dr. Pradipta Kumar Sanyal
<b>Background</b>	<p>This Program is meant to provide an in-depth knowledge of Taxation to Managers covering:</p> <ul style="list-style-type: none"> <li>Individual Taxation and Tax Planning</li> <li>Corporate Taxation and Tax Planning</li> <li>Indirect Taxations- VAT, GST, CST, Excise Duty</li> </ul>
<b>For Whom</b>	Those working in Finance and Accounts Departments of Different Organizations and want to learn in-depth knowledge in Advance Taxation.

Economics for Managers	
<b>Duration</b>	Two (02) days
<b>Program Director(s)</b>	Dr. Pradipta Sanyal & Prof. Swagath Mishra
<b>Background</b>	<p>Managerial Economics also known as Business Economics bridges the Economics theory managerial practice. It is defined as “the application of economic concepts and economics analysis to the problems of formulating rational managerial decisions”. It helps cover the gap between the problems of policy and problems of logic. This Program is designed :To provide Basics of Managerial Economics Managers so as to understand the practical applications</p> <ul style="list-style-type: none"> <li>• · · Micro Economics</li> <li>• · · Macro Economics</li> </ul>
<b>For Whom</b>	Any group of Participants who want to learn Managerial Economics

# Financial Management

Finance for Non-Finance Executives	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Pradipta Sanyal
<b>Background</b>	<p>Finance is the life blood for any organisation. Finance integrates all other functional areas of management. Today managers understand that their decision is going to have a serious impact on profits and earning potential of the business yet they find it difficult to comprehend the financial aspects and take a holistic view of the business. This program is designed:</p> <ul style="list-style-type: none"> <li>To facilitate managers to develop an understanding on the basics of Finance and Accounting</li> <li>To provide the participants with conceptual foundation of Financial Statements and its interpretation</li> <li>To provide an understanding of Personal and Corporate Taxation</li> <li>To facilitate an understanding on Basics of Investments in Share Markets</li> </ul>
<b>For Whom</b>	Non-Finance managers working at all levels in all types of business can benefit greatly from this training program

Finance through Excel	
<b>Duration</b>	Two (02) days
<b>Program Director(s)</b>	Dr. Pradipta Sanyal & Prof. Sagarika Mishra
<b>Background</b>	<p>Analysing voluminous amounts of Financial data can be pretty cumbersome, but for the Excel programme which is an extremely invaluable source. Every day, financial experts analyse huge amounts of financial data. These data help investors improve investment portfolios and dig deeper into the financial market. For a professional in the area of finance, Microsoft Excel will be a very good analytical tool throughout their career. This Program is designed :</p> <ul style="list-style-type: none"> <li>To provide an hands on experience in Excel and its application in Finance</li> <li>To understand Financial forecasting using Excel</li> <li>To learn how to do Valuation Using Excel</li> </ul>
<b>For Whom</b>	Those working in Finance and Accounts Departments of Different Organizations and want to learn in-depth knowledge in Finance and Accounting through Application of Advance Excel.

Investment Management	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Pradipta Sanyal
<b>Background</b>	<p>Investment Management Investment is the current commitment of money or other resources in the expectation of reaping future benefits. Investors Want a rate of return that compensates them for the time period of the investment, the expected rate of inflation, and the uncertainty of the future cash flows. We all Want high rate of returns at a low level of risk, but are We aware of the investment scenario and financial instruments available in the market. Investment management deals with the professional asset management of various securities, such as shares, bonds, mutual funds and other asset classes in order to meet specified investment goals for the benefit of the investors. The program is designed:</p> <p>To provide an Practical exposures in the area of Investment Decision in Stock Markets and Covers following</p> <ul style="list-style-type: none"> <li>Importance of Risk and Return using Excel</li> <li>Fundamental and Technical Analysis for Stock Selections</li> <li>Asset Pricing Models and their importance in Investment decision</li> <li>Portfolio and its importance in Investment Decisions</li> </ul> <p>Note: Course will be covered mostly by using Excel and other Financial Software</p>
<b>For Whom</b>	Executives in all types of business

# General Management

Conflict Management	
Duration	
Program Director(s)	Dr. Parameswar Nayak
Background	<p>Conflict can have a positive effect, but if left unchecked, the dangerous result of conflict can include damaged relationships, destroyed creativity and productivity, lost commitment and wasted resources. By taking a number of conflict management tools, techniques and theories and putting them into practical situations, this conflict management training course aims to turn conflict into a productive force. The program is designed:</p> <ul style="list-style-type: none"> <li>To identify What conflict is, why it arises and how it can be used for maximum benefit.</li> <li>To recognize various stages of conflict and preventing them from escalating.</li> </ul>
For Whom	Managers at all levels working in all types of businesses can benefit greatly from this training program

Executive Development Programme Duration	
Duration	Two (02) weeks
Program Director(s)	Dr. Parameswar Nayak
Background	<p>The Executive Development Programme is designed with an aim to develop people from functional level to the Executive Level. For this successful transition the E 5 programme is designed to explore their knowledge base across different functional E disciplines and develop a holistic management perspective by integrating key 'mm' 5 E functional disciplines participants enhance their capability to in vision, control, influence the strategic direction of the firm. The pedagogy adopted is participatory. "W" E Case studies, role plays, outbound training, group Work and discussion is brought to 3 E enhance the learning of the participants. The program is designed:</p> <ul style="list-style-type: none"> <li>To increase the efficiency of performance of existing employees by developing their managerial skills.</li> <li>To provide opportunity to learn as well as advance in their career- as a motivational tool.</li> <li>To manage self and others.</li> </ul>
For Whom	Entry level executives E1 in PSU's state undertaking and government departments.

Foundation Course In General Management	
Duration	Two (02) weeks
Program Director(s)	Dr. Parameswar Nayak
Background	<p>This Two Weeks Foundation Course in General Management is designed with an Objective of providing deeper understanding into managerial concepts and techniques for formulating and implementing strategies in various functional areas. This programme focuses on imparting overall perspective for decision making by integrating functional and general management approaches. The Participants gain valuable insights in the functional and general management domain. The Pedagogy adopted is participatory; the sessions are taken with the aim of blending rich experience of the participants and inputs from the faculty from their expert areas. The sessions are supplemented by group exercises, role play, case studies and interaction. The program is designed:</p> <ul style="list-style-type: none"> <li>To develop from managing self to managing others.</li> <li>To make the participants aware of commercial sense and project management.</li> <li>To develop awareness about business simulation.</li> </ul>
For Whom	Mid-level managers E5 in PSU's/ state undertaking and government departments.

# HR & OB

Coaching, Counselling and Mentoring	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak & Dr. Snigdha Mohapatra
<b>Background</b>	<p>This insightful workshop explores the core skills and attitudes needed by managers in providing support for growth and performance. It defines the requirements of a person-centered approach to building a learning team. Organizations today thrive on top performers who know how to learn, adapt, and stretch, people who solve, rather than create problems. The program is designed:</p> <ul style="list-style-type: none"> <li>To broaden awareness of performance improving techniques.</li> <li>To explore motivations and barriers and broaden participant's awareness of performance-improving techniques.</li> <li>To practice the core skills of coaching, counseling and mentoring.</li> <li>To cultivate strong interpersonal skills.</li> <li>To recognize and deal with problems in the mentoring relationship.</li> </ul>
<b>For Whom</b>	Senior management, HR managers, functional departmental heads.

Competency Mapping	
<b>Duration</b>	Three (03) days
<b>Program Director(s) / Faculty</b>	Dr. Parameswar Nayak & Dr. Archana Choudhary
<b>Background</b>	<p>Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. Competency mapping is a process with the help of which the employer, or the human resource team decides, which would be the best fit for a particular employee, as per his / her knowledge, skills, aptitude and temperament. The program is designed:</p> <ul style="list-style-type: none"> <li>To identify and describe the elements of competency and how to use them.</li> <li>To understand competency based management, lanced through strategy and structure.</li> <li>To harness your real potential through competency framework.</li> </ul>
<b>For Whom</b>	Every manager who aspires to develop himself / herself as an effective leader, especially in HR



Conducting Training Need Analysis And Evaluating The Effectiveness Of The Training	
<b>Duration</b>	Two (02) Days
<b>Program Director(s) &amp; Faculty</b>	Dr. Archana Choudhary, Dr. P. Nayak and Prof. R. Bala Subramanian
<b>Back-ground</b>	<p>Transactional Analysis is a theory developed by Dr. Eric Berne in the 1950s. Originally trained in psychoanalysis, Berne wanted a theory which could be understood and available to everyone and began to develop what came to be called Transactional Analysis (TA). Transactional Analysis is a social psychology and a method to improve communication. The theory outlines how we have developed, how we treat ourselves, how we relate and communicate with others, and offers suggestions and interventions which will enable us to change and grow. The Program is designed:</p> <ul style="list-style-type: none"> <li>To Understand the different ego states people adopt in their day-to-day communication</li> <li>To Improve the communication in the interpersonal relationship</li> <li>To Improve the interpersonal relationship</li> </ul>
<b>For Whom</b>	Faculty of Management, Psychology and Executives from Corporate

# HR & OB

Creativity and Innovation	
Duration	Three (03) days
Program Director(s)	Dr. Parameswar Nayak
Background	<p>Creativity plays a critical role in the innovation process and Innovation that markets value is a creator and sustainer of performance and change. In organizations, stimulants and obstacles to creativity drive or impede enterprise. Capacity to harness intellectual and social capital and to convert that into novel and appropriate things has become the critical organizational requirement of the age. The program is designed:</p> <ul style="list-style-type: none"> <li>To generate the idea and relevance of creativity &amp; innovation in individual &amp; organizational context.</li> <li>To examine the significance of creativity &amp; innovation at workplace and at the individual level to develop organizational leaders and business leaders as Well.</li> <li>To equip participants with the attitude to challenge status quo and stir their minds towards better outcomes.</li> </ul>
For Whom	All lower and middle levels executives in all types of business can benefit greatly from this training program.

Developing Winning Edge for Leaders	
Duration	Three (03) days
Program Director(s)	Dr. Parameswar Nayak
Background	<p>In the present business scenario, the role of a leader should involve better situational understanding and determined execution. Leaders with the desire to excel and strong determination will surely be instrumental in building a quality organization. Development oriented leaders have an interesting blend of knowledge, vigor and determination towards achievement of desired goals. They have broader roles to play 'in organizational transformation. This program is designed:</p> <ul style="list-style-type: none"> <li>To infuse participants with the traits that a leader must possess for organizational development.</li> <li>To facilitate participants in building up better learning of leadership qualities for present day organizations.</li> <li>To develop leadership traits to synergize personal and organizational needs for effective transformation of the organization and for its overall growth and development.</li> </ul>
For Whom	Managers and Chief Managers.



# HR & OB

Developing Meritocracy and Collaboration	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak & Dr. Snigdha Mohapatra
<b>Background</b>	<p>The objective of this program is to understand and develop competencies for empowering people and building collaborative work culture of high performance to meet desired level of performance; and unleash their real potential for the desired purposes through competency framework. The program is designed:</p> <ul style="list-style-type: none"> <li>To create a stretch opportunities for empowering people.</li> <li>To build a high performance culture for Excellence.</li> <li>To understand the development needs and give feedback effectively.</li> <li>To develop an understanding of self and others.</li> <li>To foster collaboration with internal and external networks in an organization.</li> </ul>
<b>For Whom</b>	Senior and middle level corporate executives

Enhancing Managerial Effectiveness Duration	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak
<b>Background</b>	<p>Looking into the rapidly changing business environment and an increase in competition in all types of business it is very important to realize the change in the culture and practices that the management of an organization adopts. To cope with the rapidly changing environment the management should prepare itself by focusing on more efficiency in performance to enhance the managerial effectiveness. The program is designed:</p> <ul style="list-style-type: none"> <li>To develop a strong organizational culture.</li> <li>To help the participants develop their strength and overcome their Weaknesses and improve their psychological well-being.</li> <li>To help the participants face the upcoming challenges.</li> <li>To develop a basic understanding of the roles and responsibilities of a manager.</li> <li>To develop the required competence and skill set to perform the role successfully</li> </ul>
<b>For Whom</b>	Executives in all types of businesses will benefit greatly from this training program.

HR for Non HR Professionals	
<b>Duration</b>	Three (03) days
<b>Program Director</b>	Prof. Archana
<b>Faculty</b>	Prof. Archana and Prof. Bala Subramanian
<b>Back-ground</b>	<p>The HR function acts as the backbone of the organization and thus it becomes very important that the concerned managers should understand the importance of Human Resource functions to align it with the organization goals. This is to facilitate the non HR professionals to further upgrade and contribute significantly towards organization development.</p> <p>The broad objectives of the courses are:</p> <ul style="list-style-type: none"> <li>To build a strong foundation in core HR concepts, to enable and empower them with most updated trends in HR.</li> <li>To enrich and develop with contemporary development in HR function for adopting best practices in this area.</li> <li>To enable and explore their inherent HR potential for higher responsibility positions requiring better people orientation.</li> </ul>
<b>For Whom</b>	Senior management, HR managers, functional departmental heads.

# HR & OB

HR ANALYTICS	
<b>Duration</b>	Four (04) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak
<b>Background</b>	<p>The growth of HR integrated with Behavioral Science has taken a phenomenal shape towards key result areas and competencies. The emergence of score cards and metrics has further shaped HR towards results being monitored and connected to business objectives. However, as the pace of market growth is both relentless and unprecedented, therefore, the major signposts that can guide decisions and help to ensure success has to be based on a strong analytics capability as a core foundation upon which to build. It is useful both to understand the past but also to explore the future by trying and testing out new scientific approaches. Therefore, for HR to move to the next stage of its maturity, it needs to become a Decision Science. HR has more decision frameworks that can be used to optimize talent than are immediately apparent. Today, for HR professionals, a strong analytics capability is a great basis for future decisions. The measures and metrics that result must be based on the strategic direction and initiatives that are unique to the organization so that a Talent Scorecard that is tailored to the organization can be achieved. HR Analytics is the most challenging among different types of analytics, as it involves both the hard and the soft data points. The program is designed :</p> <ul style="list-style-type: none"> <li>To understand the concepts of HR measurement and HR analytics;</li> <li>To learn how to use Analytics in different sub-functions of HR;</li> <li>To learn how to integrate data in the form of HR analytics for effective management decisions; and</li> <li>To contextualize the framework for applying the concepts of HR Analytics to an end-to-end HR business process to make HR business driven.</li> </ul>
<b>For Whom</b>	Managers and senior managers in all types of business can benefit greatly from this training program.



Leadership Development Program	
<b>Duration</b>	Four (04) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak
<b>Background</b>	<p>In the present business scenario, the role of a leader should involve better situational understanding and determined execution. Leaders with the desire to excel and strong determination will surely be instrumental in building a quality organization.</p> <p>Development oriented leaders have an interesting blend of knowledge, vigor and determination towards achievement of desired goals. The program is designed:</p> <ul style="list-style-type: none"> <li>To infuse participants with the traits that a leader must possess for organizational development.</li> <li>To facilitate participants in building up better learning of leadership qualities for present day organizations.</li> <li>To develop leadership traits to synergize personal and organizational needs for effective transformation of the organization and for its overall growth and development.</li> </ul>
<b>For Whom</b>	Managers and senior managers in all types of business can benefit greatly from this training program.

# HR & OB

Managing Diversity And Change	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak & Prof. R. Balasubramanian
<b>Background</b>	<p>The objective of this program is to understand and develop competencies of diversity, innovation and change to meet desired level of performance and implement required frameworks and concepts for driving change in corporate organizations. The program is designed:</p> <ul style="list-style-type: none"> <li>To capitalize diversity for effective decision making.</li> <li>To manage Conflict for better negotiation.</li> <li>To lead and manage change.</li> <li>To understand the need for driving innovation.</li> <li>To understand the sense of urgency and liability.</li> <li>To create openness to new ideas and alternative ways of working.</li> </ul>
<b>For Whom</b>	For Senior and middle level corporate executives

Managing People and Performance	
<b>Duration</b>	3days
<b>Program Director(s)</b>	Prof.Bala Subramanian R
	Dr. Parameswar Nayak, Dr. Archana Choudhary & Prof.Bala Subramanian R
<b>Background</b>	<p>The course aims at equipping the participants of business management with concepts and practical techniques of managing, assessing and developing peoples' performance for achieving business excellence in global business organizations.</p> <p>The objective of the course includes to:</p> <ul style="list-style-type: none"> <li>Understand the meaning and importance of Performance Management, Performance Evaluation and other important concepts related to performance assessment of employees in organizations;</li> <li>Analyze critically the usefulness of various methods, especially the modern methods and techniques of performance management;</li> <li>Understand the nuances of implementation of PMS, possible rater's errors, required skills for feedback sharing, coaching, mentoring and counseling, reviewing, employee development plan and reward systems</li> </ul>
<b>For Whom</b>	Managers and senior managers in all types of business can benefit greatly from this training program.

# HR & OB

Managing Gen Y	
<b>Duration</b>	Three (03) days
<b>Program Director (s)</b>	Dr. Parameswar Nayak, Dr. Archana Choudhary Dr. Snigdha Mohapatra
<b>Background</b>	<p>In today's economy, it is essential for all organizations to attract, retain and manage Generation Y employees in order to maintain competitive edge in their businesses. It is more challenging to create and maintain an effective Work environment which can satisfy the Workforce belonging to both Generation-X and Generation Y. While salary is the top factor in attracting Generation Y employees to a job vacancy, the new generation of Workers places high priority on other employee benefits, which potential employers should keep in mind, among others to retain Millennial employees. The program is designed, policies, systems and processes to ensure motivating and productive work culture.</p> <p>To understand the different characteristics, principles, skills, styles and expectations of Gen-Y employees.</p> <p>To learn about the important Ways of connecting to and managing Gen-Y for achieving competitive edge in business.</p> <p>To critically analyze the issues and challenges before the corporate managers today for reorienting</p>
<b>For Whom</b>	Officers of public and private sector organizations.

Mental conditioning	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak & Dr. Snigdha Mohapatra
<b>Background</b>	<p>Organizational effectiveness depends greatly on mental agility, self-motivation and willingness of individual employees to do the assigned work. The organizational productivity can be enhanced through a proper alignment of employees 'personal goals and aspirations with organizational goals. It can be achieved when there is a healthy and well-balanced employer—employee relationship. To be successful, employees are required to do the things that make the difference for the winners. The program is designed:</p> <p>To understand the need for and impact of Mental Conditioning for aligning personal goals of individual employees with the shared vision, mission and goals of the organization.</p> <p>To learn how to improve their level of motivation, commitment and positive attitude towards the team.</p>
<b>For Whom</b>	Officers' managers and senior managers in all types of business can benefit greatly from this training program.

Stress Management in the Workplace	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Parameswar Nayak
<b>Background</b>	<p>Stress is a state of equilibrium in which the demands of an employee's job and personal life are equal. Juggling /competing demands is stressful and leads to lower productivity, sickness, and absenteeism. The program is designed:</p> <p>To discuss and understand the imp act work/ life balance has on employees.</p> <p>To discuss and recommend steps that truly supports work/ life benefits.</p> <p>To encourage the organization culture, starting with senior management that sincerely endorses work/ life benefits.</p> <p>To Review the human resources strategy to see if it supports the company's mission.</p>
<b>For Whom</b>	Useful for HR managers, departmental heads, team leaders from medium and large PSU's and Pvt. Sector enterprises.

# HR & OB

Story telling for teaching and learning	
<b>Duration</b>	Two (02) days
<b>Program Director(s)</b>	Prof. Bala Subramanian R
<b>Background</b>	<p>Storytelling is one of the popular method of teaching. Folk tales and epics are there in all cultures and have been passed down from generation to generation. Research supports that involvement in story telling actually enhance the creativity and improves the communication.</p> <p>In this workshop participants will be introduced about the types of stories and how those can be adopted in the class room to engage the students by adopting the story telling in the curriculum. This is more of an activity-based workshop.</p> <p>The program is designed to:</p> <ul style="list-style-type: none"> <li>Give the participants exposure to storytelling</li> <li>Coach and develop them as an effective story teller</li> <li>Train them in identifying and developing their own stories that could be used in the class room teaching</li> </ul>
<b>For Whom</b>	School teachers

Team Building	
<b>Duration</b>	Three (03) days
<b>Program Director(s) / Faculty</b>	Dr. Parameswar Nayak, Prof. R. Bala Subramanian & Dr. Archana Choudhary
<b>Background</b>	<p>An organization is a place where men, material and machine all are synthesized for the fulfillment of organization objectives but, the essence of its success depends on efficient and effective contribution derived from its workforce, through their concerted efforts and approaches. There is always an existing need for training and development in such areas of team and group dynamics for achieving overall quality performance of the organization. The program is designed:</p> <ul style="list-style-type: none"> <li>To work effectively in teams and learn how to create synergy among group members.</li> <li>To acquaint them with attributes and dynamics of high performing teams.</li> <li>To build up effective teams for enhancing overall productivity of the organization.</li> <li>To expedite effectively team meetings including sessions for sharing, reflection and learning.</li> </ul>
<b>For Whom</b>	Executives at middle & junior levels in all types of business can benefit

Now, **every** story is made of ...



Transactional Analysis	
<b>Duration</b>	Two (02) Days
<b>Program Director(s)</b>	Dr. Archana
<b>Faculty</b>	Dr. Archana, Prof. Bala Subramanian R & Dr. Snigdha Mohapatra
<b>Back-ground</b>	<p>Transactional Analysis is a theory developed by Dr. Eric Berne in the 1950s. Originally trained in psychoanalysis, Berne wanted a theory which could be understood and available to everyone and began to develop what came to be called Transactional Analysis (TA). Transactional Analysis is a social psychology and a method to improve communication. The theory outlines how we have developed and treat ourselves, how we relate and communicate with others, and offers suggestions and interventions which will enable us to change and grow.</p> <p>The workshop is designed to</p> <ul style="list-style-type: none"> <li>Understand the different ego states people adopt in their day-today communication</li> <li>Improve the communication in the interpersonal relationship</li> <li>Improve the interpersonal relationship</li> </ul>
<b>For Whom</b>	Faculty of Management, Psychology and Executives from Corporate

# MARKETING

Cross-Cultural Marketing	
<b>Duration</b>	Two days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>India is country of many cultures; more so in the global scenario. Marketing with similar products to different cultures can be little problematic. Cross-cultural means considering cultural differences when planning marketing campaigns and media; realizing the need for a balance between localization and standardization; and most importantly, implementing strategies that respect differences while seeking to unify brand messages.</p> <p>The program has been designed:</p> <ul style="list-style-type: none"> <li>To understand cross-cultural Communication and marketing</li> <li>To examine Culture as a variable , cross-cultural competence , Challenges and solutions</li> <li>To discuss issues related to cross-cultural marketing and how to handle them in the marketing of pre-cuts and services.</li> </ul>
<b>For Whom</b>	Executive and managers exposed to cross cultural scenarios in organizations or dealing with cross-cultural customer base

CRM in Telecom Sector	
<b>Duration</b>	Two days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>The telecom industry in India has witnessed a transformation from a monolithic regime, through an age of de-regulation and privatization. It has seen the rapid rise of market players who offer innovative products and services. This change has been commensurate with the growth of the industry, now ranked the fifth largest in the world and soon expected to be second largest. Faced with a growing market and increasing competition, companies in the telecom business are adopting to new technological imperatives in order to outperform their competitors. These companies adapt continuously to the dynamic environment so as to survive competition. This program has been designed</p> <ul style="list-style-type: none"> <li>To identify critical value adding processes</li> <li>To redesign them to become customer centric.</li> <li>To Understand CRM and the trends in the telecom services</li> <li>To understand CRM in internet based services</li> </ul>
<b>For Whom</b>	Executive and managers from Telecom sector

CRM In Financial Service Sector	
<b>Duration</b>	Two (02) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>CRM has been the key to develop and maintain relationship with your valued customers. In the banking sector, there is a huge possibility of implementing and getting results with CRM. Customers are becoming highly demanding and they want every piece of information and guidance when financial services are concerned. This program is designed:</p> <ul style="list-style-type: none"> <li>To Understand CRM</li> <li>To study the Trends in CRM in the insurance and Banking sector</li> <li>To understand CRM in investment banking and financial markets</li> </ul>
<b>For Whom</b>	Executive and managers from banking sector

# MARKETING

Developing Service Culture in Organisations	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>The culture of an organisation impacts the Customer Service delivered. A strong service culture leads to sustained improvements to customer experience. Service culture motivates the employees in that organization takes a customer-centric approach to their regular duties and work activities. Sales and service employees put customer needs first when presenting solutions and providing support. Other employees work behind the scenes to ensure customers get a good product experience. Developing a service culture requires time and consistency. This program is designed to:</p> <ul style="list-style-type: none"> <li>Understand service culture</li> <li>Identify the Components of service culture</li> <li>Design Strategies to develop service culture attitude</li> </ul>
<b>For Whom</b>	Executives and managers of organization who seek to develop a positive attitude towards service culture.

Digital Marketing	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>In the current era of digital marketing, Organizations have started following structured and more comprehensive digital marketing strategies to get competitive advantage. Email marketing, social media marketing are the key points to elaborate and discuss in detail. This program is designed to:</p> <ul style="list-style-type: none"> <li>Explain the recent trends and developments in digital marketing</li> <li>Explain the benefit from this form of marketing.</li> <li>Understand digital marketing</li> <li>Understand to role of website, emails and social media in marketing</li> <li>Identify the Challenges in digital marketing</li> <li>Develop Strategies for better digital marketing campaign</li> </ul>
<b>For Whom</b>	Executives and managers who handle digital marketing campaigns in the organization will be highly benefitted.

Marketing Communication	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Back-ground</b>	<p>Marketing communication is part and parcel of an organisations marketing effort. It employs all the media required to communicate with the market. Effective marketing is definitely an outcome of well structured and well managed communication. Organizations have started changing their marketing communication because the external environment and customer accessibility to market information has changed vastly. This course is designed to:</p> <ul style="list-style-type: none"> <li>Understand the role of marketing communication</li> <li>Understand the New trends in communication</li> <li>Develop Strategies to communicate to the new age customer</li> <li>Evaluate the communication programs</li> </ul>
<b>For Whom</b>	Executives and managers involved in marketing communication and those interested in defining a new age communication will be highly benefitted.

# MARKETING

Marketing Research for Managerial Decision Making	
<b>Duration</b>	Five (05) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>Today information is everything; and to analyze and interpret the information for decision making is very difficult. Some of the information can be analyzed and further understood with simple statistical tools; but sometimes it requires more complex, multivariate statistical techniques to analyze the data before making major decisions. For better decision making managers must have proper knowledge about data analysis techniques which will enable them to organize the data and improve their decision making. This MDP will enable participants to acquaint real time research data and conduct data analysis through SPSS software. The program is designed to:</p> <ul style="list-style-type: none"> <li>Understand the need for market research</li> <li>Frame Research/Research Questions</li> <li>Identify the Research Tools and Techniques</li> <li>Analyse the Data</li> <li>Understand Data analysis with SPSS</li> <li>Interpret Data and Make Decisions</li> </ul>
<b>For Whom</b>	Executives and managers who handle market research or any type of research in the organization will be highly benefitted.

Marketing Strategies for Bottom of Pyramid Customers	
<b>Duration</b>	Three days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>In our understanding the bottom of the pyramid we find customers who are largest but poorest socio-economic groups. The poor and the deprived are mostly come under this demographic and they must be addressed with specific plan and course of action. This course has been designed to give information about the Bottom of the pyramid and how certain marketing programs can be oriented to get significant results in this regard. This program is designed:</p> <ul style="list-style-type: none"> <li>Understand the importance of BOP</li> <li>Understand Marketing strategies for BOP</li> <li>Become aware of Branding strategies in BOP</li> <li>How to Innovate for the BOP</li> </ul>
<b>For Whom</b>	Executives and managers who understand BOP and its importance in present marketing scenario.



# MARKETING

Sales Force Motivation	
<b>Duration</b>	Five (05) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>Motivation is a key term in selling. This is because selling is a monotonous and hectic job where social security and social respect are quite integral part of regular transaction. A salesman has to be motivated to face the challenges in the market. Certainly the role of self-management as well as the efforts of organization does matter in this regard. The program is designed to</p> <p>To familiarise sales people with different motivational approaches for their benefit.            To Understand the Challenges in selling            To Manage Resources and self in selling            To understand Motivational theories in selling</p>
<b>For Whom</b>	Sales Executive and managers interested to get more insights of new age selling and wants to motivate themselves and the group they represent or lead.

Sales Techniques in Retail	
<b>Duration</b>	Five (05) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>Selling has been an activity every retailer does seriously. But in the age of competition this can be fun also. If we are structured and coordinated then we can sell products to right customer without any problem. So the techniques of selling will assist us to make proper assessment of our selling efforts. The Program is designed:</p> <p>To Understand selling, its process and techniques            To identify selling aids            To understand New age selling            To familiarise participants with selling techniques which help in creating highly successful impact in the marketing transaction</p>
<b>For Whom</b>	Sales Executive and managers interested to get more insights of new age selling

Qualitative Research Methods	
<b>Duration</b>	Three (03) days
<b>Program Director(s)</b>	Dr. Sandeep K Mohanty & Dr. Sujit Patra
<b>Background</b>	<p>Qualitative research methods are gaining popularity day by day. Modern day research has once again started looking at the prospects of qualitative research as it has a more prominent and structured approach. Managers must know the basics of qualitative research techniques and this will help them in taking decisions. This Program is designed to:</p> <p>Understand Qualitative Research            Familiarise participants with Major tools and techniques of Qualitative research            Grounded theory            Observation techniques</p>
<b>For Whom</b>	<p>Executives and managers who handle market research or any type of research in the organization will be highly benefited.</p> <p>Research scholars and faculties interested in understanding and applying qualitative research techniques</p>



# Operations

Performance Evaluation for Benchmarking	
Duration	One (01) days
Program Director(s)	Prof. (Dr.) G. N. Patel & Prof. Manidutta Ray
Background	<p>In the present age of globalization, efficient utilization of resources is becoming more and more important for firms to survive and prosper in the face of intense competition from both domestic and foreign firms. The usual measure of efficiency often relies on a single indicator like output per worker or business per employee. While easily understood as a convenient measure of performance, it fails to account for the use of other inputs (like materials, energy, and capital) that contribute to the output and constitute the bulk of the production costs of a firm. It is imperative that a comprehensive measure of performance includes all the relevant factors that are important for production.</p> <p>In evaluating the performance of a business the owners or the managers would typically like to know:</p> <p>Is the company making the best use of the resources?            Is it possible to produce more from the same input bundle? If so, which outputs and how much more?            Can the firm economize on the resources used? If so, which inputs and by how much?            Is the firm's input-mix consistent with the relative prices of the inputs? If not, which input should be substituted and for what?            Is the firm of the right size? If not, is it too big or too small?            Would a potential merger with another specific firm enhance the efficiency?</p> <p>The list goes on. This workshop should enable the participants to answer such questions in light of actual data from the firms and the industry concerned. This program is designed:</p> <p>To provide the participants with conceptual foundations            To show how one can use real life data of private and/or public sector firms to measure and compare performance of different firms.            How to conceptualize, formulate, and solve a performance evaluation problem;            How to set up a benchmark for evaluating the performance of a firm;            How to interpret the results and identify the extent of underutilization of inputs and/or underachievement of feasible output targets;            How to identify the influence of external factors on efficiency; and            How to measure changes in productivity over time?</p>
For Whom	Practical analysts from Business and Industry Academic Researchers from University/Institutions Working Professionals from Non-profit agencies; Financial Institutions, and Government Departments. Sourcing Entrepreneurs.

# Strategic Management

Competing Through Business Models	
Duration	Two (02) days
Program Director(s)	Prof. Somnath Dutta
Background	<p>In today's competitive global business environment, one of the main forces, driving strategic renewal efforts of business is Business Model Innovation. Top management in many industries are actively seeking guidance on how to innovate business models to improve their ability to create and capture value. This module would be designed:</p> <ul style="list-style-type: none"> <li>To assist participants in making a realistic assessment of their firms' current business models</li> <li>To equip participants with tools and techniques to create new business models whereby their organizations can profitably progress irrespective of competitive nature and maturity of the market.</li> </ul>
For Whom	Middle and Top management executives and entrepreneurs

Strategic Analysis For Managers Duration	
Duration	Two (02) Days
Program Director(s)	Prof. Somnath Dutta
Background	<p>Strategic analysis encourages the use of various tools to prepare business strategies by conducting a SWOT analysis of the company as it grows. It involves a review of the internal strengths and weakness as well as factors in the external environment that could affect business. The programme is designed:</p> <ul style="list-style-type: none"> <li>At inculcating strategic thinking, thereby understanding power play within and between organizations.</li> <li>To assist managers in analyzing the industrial landscape of a firm and analyse the implications of different growth strategies</li> </ul>
For Whom	<p>Managers heading a business unit /profit centre            Professionals who are expected to take up such responsibility in the near future            Professionals willing to move into roles that require handling of strategic issues.</p>

Strategic Thinking and Innovation	
Duration	Two (02) days
Program Director(s)	Prof. Somnath Dutta
Background	<p>The main objective of this program is to understand and appreciate the need for developing competencies of strategic thinking and innovation, especially with respect to process excellence, results orientation, meeting customer expectations, entrepreneurial &amp; commercial thinking and creativity &amp; innovation; and to unleash their real potential for being more effective in current as well as higher roles of leadership through competency framework. The program is designed:</p> <ul style="list-style-type: none"> <li>To understand the concept of delivering results and meeting business expectations.</li> <li>To understand the importance of entrepreneurial and commercial thinking.</li> <li>To analyze the ways of performance excellence.</li> <li>To understand the role of continuous improvement in process excellence for self-assessment.</li> </ul>
For Whom	For Middle Level Managers

# Strategic Management

Strategic Positioning In The Era Of Globalization	
Duration	Two (02) days
Program Director(s)	Prof. Somnath Dutta
Background	<p>In the era of globalization, customers are more knowledgeable, demanding and empowered; organizational practices more globally aligned; mere extension of existing position or an overambitious project may prove to be suboptimal in determining a sustainable competitive position. The two day workshop is designed:</p> <p>To sensitize the top management team of an organization about the necessity of a strategic mindset which not just looks at operational efficiency but also captures opportunity.</p> <p>To inculcate the ability of managers to leverage resource position and work backwards considering the future.</p>
For Whom	For all managers who are earmarked to take up more strategic roles from their present roles as senior operational decision makers.

Uncontested Markets Through Blue Ocean Strategy	
Duration	Two (02) days
Program Director(s)	Prof. Somnath Dutta
Background	<p>Blue Ocean Strategy is a new way of thinking that challenges the tenets of competitive strategy. It calls for a shift in focus from competing to creating new market space thus making competition irrelevant.</p> <p>The program is designed:</p> <p>To assist participants in shifting the corporate attention to unserved and underserved markets from the fierce cut-throat competition in the conventional established markets.</p> <p>To introduce participants to the tools for identifying the building blocks of a business model and the strategy canvas.</p> <p>To provide participants with analytical tools and frameworks for value innovation and strategic reconstruction of market boundaries</p>
For Whom	Middle and Top Management executives and entrepreneurs

# Faculty Development Programmes

Applied Financial Econometrics (Research Oriented – FDP)	
Duration	Seven (07) days
Program Director(s) / Faculty	Dr. Pradipta Sanyal
Background	This is a research based program which essentially benefits Research Scholars and Faculties from Business Schools , Universities and Colleges who want to do research in the area of Financial Econometrics
For Whom	Faculty Members and Research Scholars of Business Schools/ Colleges/ Universities

Financial Modelling (Research Oriented) FDP	
Duration	Two (02) days
Program Director(s) / Faculty	Dr. Pradipta Sanyal
Background	This program is meant to provide Excel applications in Finance Valuation using Excel Financial Statements and Forecasting using Excel Capital Expenditure Decision Using Excel
For Whom	Faculty Members and Research Scholars of Business Schools/ Colleges/ Universities

Fundamental and Technical Analysis (FDP)	
Duration	Two (02) days
Program Director(s) / Faculty	Dr. Pradipta Sanyal
Background	This program is designed to provide Basics on Technical Analysis and Covers followings Dow Theory and Elliot Wave Theory Understanding on Technical Tools and Techniques used for stock Selections Technical Indicators Technical Overlays Technical Charts Technical Patterns Participants will also get practical exposures on the above areas
For Whom	Faculty Members and Research Scholars of Business Schools/ Colleges/ Universities

# Faculty Development Programmes

Teacher's Professional Development: Redefining Teacher (FDP)	
Duration	Seven (07) days
Program Director(s) / Faculty	Dr. Anubha Ray & Dr. Archana Choudhary
Background	<p>The school represents an organizational set up involving teachers, administrators &amp; university level faculty trainers-cum- researchers. This course is new to the field of education per se, but is directed towards the individual growth of teacher in the wider field. TPD makes an attempt to restructure the preparation of teachers in higher Secondary schools in their profession by raising the quality of education &amp; also improving the working conditions. The experienced teachers gain new knowledge of the latest practice and development through this unique partnership. Schools engage senior teachers in many such leadership roles without any training on leadership. This programme will help develop number of such skills requisite for senior teachers and the betterment of the education system of schools. This Programme is designed:</p> <ul style="list-style-type: none"> <li>To Understand Self and Others</li> <li>To Motivate Self and Pupils</li> <li>To Create Self-Learning Environment</li> <li>To understand the latest developments in Technology and its use as a teaching aid.</li> <li>To develop Teacher responsibility</li> <li>To develop interdisciplinary perspectives</li> <li>To develop cultural competency</li> <li>To create student directed learning environment</li> <li>To develop effective Interpersonal Communication</li> <li>To develop Team Building, Leadership skills &amp; ethical practice</li> <li>To develop professional responsibility</li> </ul>
For Whom	Higher Grade Teachers- Standard VIII-XII

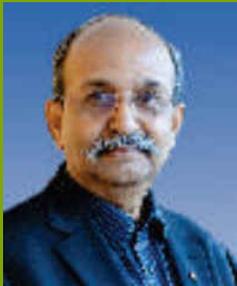


# Faculty Resources for MDP

## **Prof. Kishore K Sinha**

Professor and Dean - Development

Email: kishore.sinha@bimtech.ac.in



An Economics Honors and Post Graduate in Personnel Management / LSW (Gold Medalist, University of Patna), Prof. K. K. Sinha, has worked in HR for 43 years and held leadership positions in organizations like Steel Authority of India (SAIL), NTPC, Reliance Energy, Reliance Infocomm and Reliance Industries Limited and as the Group Director, Human Resource, Jindal Steel & Power. During his tenure in NTPC, where he was Director (HR) for 7 years, he transformed the HR processes and the work culture, enabling NTPC to be ranked as the "Best Employer" and one of the "Great Places to Work" consecutively for 3 years.

He has received extensive training in Human Resources from Harvard Business School, Templeton (Oxford), Michigan Business School, Tata Management Centre, IIM, Ahmedabad, IIM, Kolkata and ASCI, Hyderabad, Global Leadership Programme, Shanghai. On his retirement from active Corporate world after 42 years of sojourn, in his new avatar, currently, he is working as Chairperson – Centre for MDP and Head - HR Area, in the leading Business School, BIMTECH, in Greater NOIDA, sharing Corporate perspective and experiences. His book "My Experiments with Unleashing People Power" published by Bloomsbury India was recently launched by Mr. T K A Nair Advisor to the Prime Minister of India and has been ranked in Top 5 of "The Strategist - Business Standard"

## **Dr. Parameswar Nayak**

Professor (OB/HR) and Director, BIMTECH, Bhubaneswar

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A Post Graduate and Ph. D in Personnel Management and Industrial Relations and MSW (Labour Welfare & HR) from Delhi University, Dr. Nayak has over 28 years of experience in teaching (both in India and overseas), training, research and consultancy. Besides being a full Professor for last 17 years, he was Dean, Director(Academic), and Director of a few B-Schools and Universities in India. He has conducted over 160 training for corporate executives of Neyvelli Lignite Corporation, NTPC, NSPCL, NHPC, RBI, SMS India, Prashar Bharati, JSPL, Jindal Power Ltd., IFFCO, Power Grid, SJVN, SAIL-RSP, UCO Bank, Allahabad Bank, Red Cross, UNICEF, OSCPCR, Government of Odisha etc. Areas of his training expertise include Leadership Development, Team Building, Conflict Management, Change Management, Competency Mapping and Development, Creativity and Innovation, Learning Orgaziation, Performance Management, Values, Attitudes & Ethics, Time Mgt., Employee Engagement, Talent Management, Stress Management & Employee Motivation, HR Redundancy Management, Inter Personal Skill Development, OD & HR Restructuring, Corporate Governance, Planning & Management of Development Projects. His publications include books and several research papers

besides his doctoral guidance. He has been invited by institutes /university of repute, both in India and overseas, as visiting professor to teach HR & OB courses as well as speaker/Key Note speaker in conferences. He is associated with many professional bodies. He is a member of Knowledge Committee of PHD Chamber of Commerce, New Delhi and member of ISTD's Testing & Certification committee. In 1989, he received Elvina The Luke Award of Delhi University for his academic achievement and received doctoral and other research fellowship from ICSSR and UGC.

# Faculty Resources for MDP

## Dr. G.N. Patel

Professor, Operations and Decision Science

Email: gn.patel@bimtech.ac.in



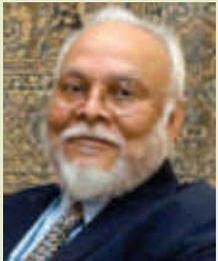
Dr. G.N. Patel is currently heading the area of Operations, IT and Decision Sciences at BIMTECH, G. Noida India. He has over 34 years of teaching, research, and consultancy experience. He is a Ph.D. from Sambalpur University in Operations Research and an M.Phil from Indian School of Mines, Dhanbad in Applied Mathematics. He is also an alumnus from IIM, Ahmedabad. His interest lies in Mathematical Programming, Efficiency Measurement. He has more than 120 papers published in both National and International journals of repute. He has successfully guided fifteen scholars for their Ph.D. in Management, Mathematics, Statistics, etc. He is a visiting professor for many institutes in India and abroad. He is a regular paper presenter of International Conference of Data Envelopment Analysis. He has conducted more than 50 workshops in his research areas.

He has also conducted numbers of Executive Development and Faculty Development Programmes on Performance Measurement, Data Envelopment Analysis, Analytic Hierarchy Process and Research Methodology both in India and abroad. He is also a resource person for many academic staff colleges, workshops and

## Prof. Akhil Pandey

Professor

Email: akhil.pandey@bimtech.ac.in



With a career spanning more than 44 years with the TATAs, Prof. Akhil Pandey. has been an architect of IT reforms and benchmark implementation for several leading Indian corporates such as Tata Steel, Essar Group, Tata Consultancy Services and TCG Software etc. Since April 2003, he has been associated with North Delhi Power Limited for spearheading the IT reforms in the power distribution sector. The pioneering initiatives implemented under his stewardship have brought a sea change in Power distribution business and as a result, NDPL's IT implementation is being considered as a bench mark. His Last role was as an advisor to Managing Director and mentoring NDPL on strategic and human resource matters. He is also actively involved in advocating culture of innovation, value based work culture and ethics at work place as well as spearheading an awareness and advocacy movement for combating Climate Change. Prof. Pandey's contributions to the field of IT have been recognized at various national and international forums. He was also conferred the country's Gold CIO award for the

year 2005 at a function held at Bombay.

He is an alumnus of XLRI, Jamshedpur and completed his Mechanical Engineering from National Institute of Technology, Jamshedpur. He has also served as visiting professor for XLRI; IIT, Kharagpur; Deptt of Computer Science, NIT, Jamshedpur and as moderator of the Technical Education for School of Mining & Applied Geology, Dhanbad.

# Faculty Resources for MDP

## **Dr. Archana Choudhary**

Asst. Professor, Area Head, HR & OB

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Dr. Archana Choudhary, an Asst. Professor in OB & HR has twelve years of experience in teaching and six years in research. She has played an active part in institution building since inception of MBA program of Biju Patnaik Institute of IT and Management Studies (BIITM) Bhubaneswar and has also been the Editor, BIITM Business Review, a research based journal. She has reviewed a number of papers of different publication houses. She has also held the responsibility of conducting a number of AICTE sponsored Faculty Development Programs and National Seminars and has a number of publications to her credit.

Besides being a visiting Faculty at KIIT School of Management, Bhubaneswar she has attended a number of FDPs and workshops at IIT Kharagpur and XIMB. Her research interests are in the area of turnaround management, organizational change and human resource development. She has been invited to chair sessions in HR and OB conferences. She has also attended a few workshops in Cornell University, New York, USA.

## **Dr. Anubha Ray**

Asst. Professor, Business Communication

anubha.ray@bimtech.ac.in



Dr. Anubha Ray holds her Doctoral & M.Phil degree from Utkal University and Masters from Ravenshaw College. Dr. Ray's area of expertise lies in Business Communication, Organizational & Cross cultural Communication, Train the Trainer, Teacher's Training & ELT (English Language Teaching). She has organized National & International conferences, been invited as Resource person to conferences & seminars. She has conducted MDPs with Nalco, CESU, Reserve Banks of India & imparted courses on Interpersonal Communication, Effective Written Communication & Presentation skills to the participants.

Her prior work experience includes five year stint at Centurion University of Technology & Management as Head of the Department & Member Research Committee, Global Institute of Technology & Management, Indira Gandhi Women's College, Govt. of Odisha. She is also engaged in supervising Doctoral Students. She has worked for a project for adolescent children funded by UNICEF. She has several publications to her credit, besides participation and paper presentations in several seminars, conferences (both national and international), FDPs and MDPs.

# Faculty Resources for MDP

## **Prof. R. Bala Subramanian**

Asst. Professor, HR & OB  
r.bala@bimtech.ac.in



Prof. Bala Subramanian has more than seven years of academic experience and two years of industrial experience in HRM. He has designed and conducted training program on General and Human Resource Management area. Currently he is pursuing part time doctorate program from XLRI Jamshedpur. His area of interest is Positive psychology.

## **Dr. Manas Kumar Pal**

Asst. Professor, Operations & Decision Science  
manas.pal@bimtech.ac.in



With a Masters' degree from Utkal University, M.Phil and PhD from Sambalpur University, Dr. Manas Kumar Pal has 18+ years of experience in teaching, research and consulting. In his prior assignments, he worked with the Institute of Management & Information Science, Bhubaneswar, Regional College of Management, Bhubaneswar, ICFAI Hyderabad, and Sambalpur University, Odisha. His teaching interest includes quantitative methods, operations management, operation research, research methodology, total quality management, project management. His interest area of research includes random polynomials, optimization modelling, social statistics, public policy & development, demography & population studies. He has published fourteen research papers in both national and international referred journals. He has also attended & presented papers in several International and National Conferences.

## **Dr. Manosi Chaudhuri**

Associate Professor, Organizational Behaviour and HRM  
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Dr. Manosi Chaudhuri is a dual gold medalist during her Masters in Psychology and D. Phil. as a UGC Senior Research Fellow in the Department of Psychology from University of Allahabad. Her research interests include Occupational Stress and Health, Employee Engagement, Management of Organizational Change and Organization Development. Prior to joining BIMTECH, she has undertaken projects for evaluation related to social and community development.

She has conducted Management Development Programmes in the areas of Emotional Intelligence, Leadership, Motivation, Team Building and Human Resource Management and elucidated these themes with the help of a case, based on a popular movie.

She has attended and presented papers at many national and international conferences. Some of her papers have also been published in edited books and reputed journals. While at BIMTECH, Dr. Chaudhuri has initiated and adroitly convened three national level conferences

under the banner of 'The India HR Summit'.

# Faculty Resources for MDP

## **Dr Pradipta Kumar Sanyal**

Associate Professor, Area Head,  
Finance  
pradipta.sanyal@bimtech.ac.in



A doctoral in Management specializing in Dr. Sanyal has 12 years of teaching experience in various B-Schools across India and also has 6 years professional experience as Tax Lawyer. He teaches Corporate Finance, Investment Management, Financial Derivatives and Financial Econometrics and his research interest is in stock market analysis. He conducts MDPs and FDPs on regular intervals. He has several National and International publications and a book review to his credit.

## **Dr. Sandeep Kumar Mohanty**

Asst. Professor, Marketing  
sk.mohanty@bimtech.ac.in



Dr. Sandeep Kumar Mohanty has more than ten years of teaching and research experience in business management. He has a dual Masters degree - MA English and MBA in Marketing specialization from Utkal University, Bhubaneswar and is also UGC NET qualified in Management. He completed his PHD from Vinod Gupta School of Management, IIT Kharagpur. He has a practical and innovative approach to management teaching. His areas of interest cover social marketing, cross cultural communication, advertisement and branding. He has taught students of both under graduation level and post-graduation level while working with four prestigious organizations in his life time.

# Faculty Resources for MDP



**Dr. Snigdha Mohapatra** Asst.  
Professor, OB & HR  
snigdha.mohapatra@bimtech.ac.in



An M.Phil and a Master's degree from Utkal University, Odisha, Dr. Snigdha Mohapatra, completed her MBA HRM from Pondicherry University and holds a PhD degree in Business Administration in the area of training and development. She has over 10 years of teaching, experience which includes Madhusudan Institute of Cooperative Management, Utkal University, Gandhi Institute of Technological Advances, Srusti Academy of Management, ICFAI, IT and Management program, Ravenshaw University, KIST and DRIEMS. She has 2 years research experience from CAS dept. of Psychology, Utkal University and Regional Medical Research Centre, Odisha. Additionally, she has one and half years of counseling experience at Chetana, Bhubaneswar. Her teaching expertise includes Organizational Behavior, Human Resource Management, Training and Development and Psychology. She has published several research papers in refereed peer-reviewed Journals such as Indian Journal of research, ISTD, International Journal of Development and Social Research and HRM Review. She has also presented several research papers at International and National seminars.

In 2011, while at Srusti Academy of Management she was felicitated for her innovative audio-video orientated teaching pedagogy. During her tenure at ICFAI, she won the best SIP mentor award in 2009. She was also awarded with best live project initiation award at ICFAI faculty development training program at ICFAI, Kolkata in the year of 2009.

Research interest areas are training and development, emotional intelligence and employee engagement. Her hobbies include exploring new places, movie analysis and glass painting.

# Faculty Resources for MDP

**Prof. Somnath Dutta**

Asst. Professor, Strategic Management

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Prof. Dutta blends two decades of experiences in diverse roles – a front line executive in the textile and synthetic fiber industry, a strategic role in the petrochemical Industry, researcher, educator and an institution builder. An engineer (CU) and MBA from the Vinod Gupta School of Management (IIT Kharagpur), he is an EFPM scholar at XLRI Jamshedpur. He strives to contribute meaningfully as a teacher, a researcher, an institution builder and a consultant.

He specializes in strategy, internationalization, entrepreneurship and innovations of emerging economy firms. His Research interest focuses on such areas as strategic thinking, strategy development, strategy execution and management of change, innovation, entrepreneurship and leadership. He is currently focusing on entrepreneurship and sustainability initiatives of emerging economy firms. He authored research papers and conference presentations at leading national and international platforms like Strategic management society Washington and IBS Hyderabad.

Prof. Dutta has regularly conducted management development and executive education programs for NGOs/ Government departments / private sector organizations like the Bihar Police, Bihar Rural Livelihoods Promotion Society (BRLPS), Indian department of Post, Bihar Institute of Public Administration and Rural Development (BIPARD), Power grid corporation of India, Mahila Samkhya, Kilkari, Bihar State Milk Co-operative Federation Ltd (COMFED), Ministry of HRD (Govt. off Bihar), Ministry of Tourism ( Govt. of Bihar) to name a few.

**Dr. Sujit Patra,**

Asst. Professor, Area Head – Marketing

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With more than ten years of teaching experience, Dr. Sujit Patra is an alumnus of Sambalpur University having obtained his MBA and Doctoral degree in Marketing. He also holds the dual degree of Masters in Ecology and Environment from Sikkim Manipal University. He teaches Marketing Management, Strategic Marketing, Services Marketing, Product & Brand Management and his Research interests are Service Quality, Customer Service and Health Insurance. He has several paper publications and case study to his credit.

# Faculty Resources for MDP

## **Prof. Sunil Sangra**

Professor of Strategy and International Business

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An Alumnus from IIM Lucknow, Prof. Sunil Sangra is an Economics Graduate and has 25 years of diverse experience working with leading business organizations in India, in the banking, media, and consulting sectors. He has played an entrepreneurial role helping grow a small partnership firm to a publicly listed company with the distinction of issuing the most successful IPO in the Indian media sector ever, with subscriptions exceeding US \$ 1 billion. He was part of the Palladium Group's consulting team in India as Principal Consultant guiding companies in their strategy management processes. He was part of a World Bank funded team that worked with numerous Indian companies, across sectors, helping them develop overseas markets with a focus on the Triad countries. Prof. Sangra now balances his time between teaching and consulting. He teaches Strategy, International Business and Innovation Management to MBA students at BIMTECH and other leading business schools in India. He is also a faculty and a mentor for the Goldman Sachs "10,000 Women Entrepreneurs Initiative". He continues to consult in strategy for companies in India and the Middle East. He is active in conducting executive education programs. He is a Principal at the IXL-Center, a Cambridge (Boston) based firm engaged in consulting and training for Innovation. Prof. Sangra has trained extensively with Arthur D. Little at Cambridge, Massachusetts, USA, in International Business Strategy. He has practiced and trained extensively with Kaplan and Norton's (HBS) Balanced Scorecard Collaborative in the area of Strategy Execution.

## **Prof. Swagat Mishra**

Asst. Professor, Economics

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With more than eight years of teaching experience, Prof. Swagat Mishra is an Economics Graduate, a Masters in Analytical and Applied Economics and Mathematical Economics from Utkal University. He is currently pursuing his PhD from NITIE, India. In his prior assignments he has been with BITS Pilani (Goa Campus), Goa Institute of Management, Institute of Technology and Management, Mumbai and NITIE, Mumbai. He has attended several Conferences, Summer Schools and Workshops at National and International levels and also presented many papers. He has been a Faculty Mentor at Tarapore Atomic Power Station (TAPS), Reliance Communications (RCOM), Orient Enterprises, Fact Ventures India and NALCO under Practice School (PS-1) of BITS Pilani

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