



**JAIN**  
DEEMED-TO-BE UNIVERSITY

CENTER FOR  
EXECUTIVE  
EDUCATION

The background of the cover features a pond with several pink lotus flowers in various stages of bloom. A large, vibrant green lotus leaf is prominently displayed in the foreground, partially obscuring the view of the water. The scene is set against a bright, slightly hazy background, suggesting a peaceful outdoor environment.

## **GENERAL MANAGEMENT PROGRAM**

By

**Prof. Indira Parikh**  
President, Antardisha

Jain (Deemed-to-be University) is a comprehensive and student-focused university that works towards excellence in quality education, research and entrepreneurial development. Jain (Deemed-to-be University) has been awarded the Graded Autonomy status by the University Grants Commission (UGC) and 'A' Grade by the National Assessment and Accreditation Council (NAAC). KSURF, Government of Karnataka has awarded five stars in the category of “Young Universities” 2019. Jain (Deemed-to-be University) has also been ranked 5th among the top private universities in India by India Today survey. It is a member of the prestigious JGI Group, headquartered in Bengaluru.

Jain (Deemed-to-be University)'s Center for Executive Education aims to provide the best in class executive education programs and academic certifications for the working professionals. It is a unique platform which will enable the delivery of executive education both as open programs and custom programs to meet the professionals' needs. The programs at the Center for Executive Education are designed to accelerate the careers of leaders in a technology-driven world. It will equip them with the knowledge of essential business disciplines, opportunities to specialize in their chosen areas of expertise and experiences to develop their global perspective on business.



## Introduction:

The call for entrepreneurs to initiate enterprises and enhance the traditional strengths of the industry which into manufacturing has already been made. Indian entrepreneurs have the ability to start, expand, and diversify their enterprises. However, in the expanding global markets, the complexity of the business environment, and the global cut-throat competition, the Indian entrepreneurs face the challenge of growing these enterprises in an exponential manner even though there are opportunities. One of the reasons for this is the lack of formalization and designing of the relevant organizational structure. The growth of the systems and organizational processes may not have taken place. Although formal organizations claim to be in sync with the term 'professionalism', they may even fail to take the first step towards it and that is formalization. Similarly there are many steps that are necessary for an enterprise to grow exponentially. One of them is the need for a transition from an entrepreneur's role to that of a leadership one. This has many components that need to be inculcated. An organization also needs to prepare its first set of employees to be open and accept the process of formalization. The employees are used to interfacing with entrepreneurs. The growth of the organization requires senior managers to have clarity about their roles as well as those of the entrepreneurs.

## Program Philosophy:

The philosophical principles that underline the concept and structure of the program for Small and Medium Enterprises are the following:

Individual growth and development are facilitated when entrepreneurs explore learning opportunities and experiences that stimulate strategic and visionary thinking in group settings with individuals from diverse backgrounds. Managerial competence and skills develop when they are also exposed to business situations that require taking decisions with a perspective of the entire organization. Thus, this program is committed to the development of professional competencies in the Small and Medium Enterprises (SMEs), senior management, and leadership roles.

## Program Objectives:

This General Management Program for Small and Medium Enterprises (SMEs) is designed with the following objectives:

1. To provide inputs related to design organizational structures, systems, and processes for enterprises to become formal organization generating an awareness of the global business environment
2. To facilitate entrepreneurs to take larger visionary leadership roles
3. To propel enterprises to grow exponentially with appropriate and relevant decision making and implementation
4. To ensure that the enterprise designs and sets up a board which will guide the top management in generating an awareness of the global business environment
5. To understand the need to educate and train the employees across levels for effectiveness in managerial and leadership roles
6. To equip the enterprise with functional skills and competencies so as to make the organisation competitive
7. To help all employees acquire an understanding of general management and organizational functioning

## Content:

The program is divided into several interdependent modules, each of which focuses on a different aspect or function of management. The detailed description of the modules is as follows:

### 1. Economic Environment and Policy: National and Global

- Introduction to macroeconomic concepts
- Macroeconomic framework for policy
- Changes Appreciation of economic issues

### 2. Financial and Cost Accounting

- Understanding financial statements
- Cost analysis for decision making and control
- Optimizing costs

### 3. Financial Management

- Financial analysis
- Financial valuation
- Financial forecasting
- Financial policies

#### **4. Information Systems and Technology**

IT for managerial decision making  
IT: Trends and Issues  
Technological impact on the organizations

#### **5. Marketing Management:**

The marketing concept  
Segmentation and positioning  
Decisions on the elements of marketing  
Mix Strategic Marketing

#### **6. Operations Management**

Elements of manufacturing strategy  
Lean manufacturing systems  
Process analysis and quality concepts  
Supply chain management

#### **7. Human Resource Management Systems**

Employee engagement  
Performance enhancement

#### **8. People, Leadership, and Strategy**

People management  
Perceptual processes  
Managing teams  
Managing transformation

#### **9. Decision Analysis**

Decision making under certainty and uncertainty Risk analysis  
Real world application

#### **10. Strategic Management**

Industry analysis  
Concept of corporate strategy  
Strategy formulation and implementation  
Strategic negotiation

#### **11. Communication Skills**

The art of making presentations: Verbal and non-verbal  
Modes Building sound arguments  
Networking skills  
Writing formal emails

## Who should attend?

The General Management program is for entrepreneurs from Small and Medium Enterprises who seek to make their organizations grow exponentially. As the program makes intellectual and emotional demands, participants should have an inquiring mind and capacity to think clearly. They must also have a high degree of adaptability and maturity to work and interact closely with other participants.

## Pedagogy:

**A combination of the following pedagogical tools will be used:**

- a) Interactive and participative
- b) Case method
- c) Lectures, discussions, and role play
- d) Psychometric tests and questionnaires
- e) Participant presentations
- f) Audio-visuals
- g) Experiential exercises

The program will have six sessions per day in the classroom. Participants will get three/four hours per day as preparation time for reading of course materials and group discussions. They will be required to write a case, prepare an organizational structure, its linkages across departments and functions, and a business strategy for their specific organization.

## Design:

The program is designed for ten days (residential). Each session will be for one hour and fifteen minutes. This will be followed by group discussions in the evening.

**The following captures the distribution of 50 sessions:**

1. Economic Environment and Policy	4
2. Financial and Cost Accounting	3
3. Financial Management	4
4. Information Systems and Technology	3
5. Marketing Management	6
6. Operations Management	5
7. Human Resource Management Systems	5
8. People, Leadership, and Strategy	5
9. Decision Analysis	3
10. Strategic Management	4
11. Communication Skills	3
12. Three presentations	

**Duration** : 10 Days  
**Dates** : 3<sup>rd</sup> - 8<sup>th</sup> February and 2<sup>nd</sup> - 5<sup>th</sup> March 2020  
**Program Timings** : 09:00AM - 04:30PM  
**Fees** : Rs 3,70,000 + 18% GST

## Payment Procedure

Registration fee must be paid by Demand Draft/NEFT in favour of "Jain University" payable at Bengaluru.

### Online Transfer / Bank Transfer

Bank Name : Karur Vysya Bank  
Branch : Jayanagar, Bengaluru  
Account Name : Jain University  
Account Number : 1315155000038088  
IFSC Code : KVBL0001315

---

## Venue

---

**Board Room, CMS Business School, Jain** (Deemed-to-be University)  
No.17, Sheshadri Road, Gandhi Nagar, Bengaluru – 560 009, Ph +91 80 4684 0400

---

**Center for Executive Education**

Email : [enquiry.cee@jainuniversity.ac.in](mailto:enquiry.cee@jainuniversity.ac.in)



## Facilitators



**Prof. Indira Parikh**  
Coordinator of the Program

Prof. Indira J. Parikh is the President of Antardisha. Antardisha is a private entity creating a space for individuals, collectivities, organizations and institutions to have a dialogue to discover themselves, to review their past, to reflect on the present Here And Now, and renew themselves for the future. Prof. Parikh is the Founder President of Foundation for Liberal and Management Education (FLAME), Pune. She has been involved in creating the academic vision of holistic and Liberal Education and shaping FLAME. She has also conceptualized the thresholds of Life, Life Space, Life Roles and Identity. Her focus is on transformation and lifelong learning, development and growth.

Prof. Parikh has done M.Ed from University of Rochester, New York USA and the Doctorate from Gujarat University. She was a faculty at IIM-Ahmedabad for over 30 years and Dean from 2002 to 2005. She has taught at INSEAD, Fontainebleau (France) and Texas A&M University. She has specialized in organization development and design, and institution building. She has been a consultant and conducted diagnostic studies for organizations and conducted leadership and institution building programs in public sector, private sector and multinational organizations. Professor Parikh is on several boards of companies as an independent director.

Prof. Parikh has been honored with several life time achievement awards both nationally and internationally. She has written numerous articles published in National & International Journals and is the co-author/ author of several books. Her lifelong journey has been in education and people transformation in organizations.



**Prof. Suresh Patel**

Suresh Patel is a former Technical Director and Operations Excellence Executive. He earned his BE degree in electrical engineering from M.S. University of Baroda, India, his master's degree in production technology from South Bank University, London, and an MBA degree from the University of Texas at Brownsville. He is qualified as a Certified Reliability Engineer, Certified Quality Engineer, and Certified Management Systems Auditor by the American Society for Quality.

In his long career spanning more than four decades, he has developed a wide range of products/processes and has helped in establishing six manufacturing plants in India and five US plants in Mexico. Starting with India, his career path has enabled him to work in industries in the UK, Denmark, Belgium, Canada, USA, China, Mexico, and Chile. His career has been enriched through holding key positions with such multinational corporations as Gestetner, Motorola, United Lighting Technologies, Eaton Corporation, and Fiat Global.

At present he is practicing Operational Excellence with a group in Vatva having 1000 employees and six plants manufacturing Vacuum Pumps, Industrial Chillers and Plastic Industry Original Equipment. His practical expertise Includes establishing TQM and TPS leading to improvements in product/process delivery performance and reduction in defective product escapes through Lean Six Sigma and overall business excellence employing Leadership and Results "Tirades" as defined in MBNQA USA

### He has authored following 4 books:

1. Patel, Suresh (2016). Global Quality Management System
2. Patel, Suresh (2016). Lean Transformation
3. Patel, Suresh (2016). Six Sigma Implementation
4. Patel, Suresh (2016). Business Excellence

*All books published by CRC Press Florida USA.*





## **Prof. Rajendra Patel**

Professor of Finance and Management Control, Indian Institute of Management, Ahmedabad from 2000 to 2016, Teaching, Research and Consulting in Retailing, Banking, Healthcare and Fisheries. Taught Managerial Accounting, Strategic Cost Management and Management Control System at IIMA

Worked with KPMG UK as management consultant from 1978 to 1986. Consulting assignments were in areas of marketing, Projects finance and accounting system / design. Worked closely with World Bank in balance of payment support funding for Central African countries and foreign exchange delayed payments rescheduling with Paris club.

Also served as Group Finance Director of - Rolls Royce Plc.'s Industrial Power Group for Africa from 1986 to 2000.

While teaching at IIMA, Prof Patel had wide range of consulting assignment and conducted Management Development Program in India, Middle East, Africa and Europe. Major clients include Oil Marketing Companies in India.

Infosys, TCS, HDFC Bank, Adani group of Companies and various private & public sector organization in India & Landmark Group and various Pharmaceutical Companies in Middle East & Africa.



## **Prof. Abhinandan K Jain**

Adjunct Professor since 2011 after retiring as Professor in 2010 completing 40 years of service at Indian Institute of Management, Ahmedabad (IIMA). Also, as Visiting Faculty, taught at IIM Udaipur; IIM Shillong, IPMI Jakarta, Indonesia; Multi- Media University, Malaysia; and Pokhara and Tribhuvan; Nepal.

Taught a variety of courses to students of doctoral and master's level programs. Taught Marketing Management to Indian and international origin Middle, Senior, And Top Level Executives from Indian and international organizations in a large number of open enrolment executive education programs. Also designed and taught in customized programs for organizations in India as well as several Asian and African countries in different sectors of the economy: FMCG, engineering, auto, chemicals, fertilisers, IT, services, etc. Co-designed and offered workshops on case method for faculty at leading management institutions like IIMs at Ahmedabad, Lucknow, Shillong and Rohtak; SP Jain, Mumbai; SMVD University, Katra; IIFM, Bhopal; GIMPA, Ghana; and many others in India and abroad.

Published three books including (Co-author) Marketing Management: Cases and Concepts; several articles/papers in national and international journals and conferences on media planning, advertising and case method; and a large number of cases in books and journals. Published/ presented several papers in national and international journals/ conferences and written more than one hundred learning materials (cases and technical notes) on marketing and general management.

Provided consulting in the areas of marketing and management to a large number of public, private, and government organizations in varied sectors: FMCG, engineering, auto, chemicals, fertilizers, IT, and services. The organisations consisted of both domestic and international origin.

Served as a member on Board of Governors (IIMA) and on Board of Directors of few public limited Companies. Also, served as a member on several high level committees set up by professional and government institutions. Served as chair and member of all key committees of IIMA.

Felicitated for life time contribution in the area of management education and research by the International Conference on Research in Marketing (2013) (organised by IIT Delhi, XLRI Jamshedpur, and Curtin University, Australia) and to their learning by participants at IIMA. Judged best teacher by participants of several batches of IIM Ahmedabad. School awarded a Gold medal for being first at Higher Secondary Examination.

Education: BE (Mechanical Engineering, Jodhpur University), Post Graduate Programme in Management (IIMA), and Fellow Programme in Management (IIMA).



## **Prof. Ravindra H. Dholakia**

Dr. Ravindra H. Dholakia, Ph.D. (M.S. University of Baroda), Post-Doctoral Fellow (University of Toronto). Professor Dholakia is on the faculty of Economics Area at IIM Ahmedabad since 1985. He has about 40 years of experience in teaching Economics to different groups like students, executives, policymaker and senior government officers. He was a regular visiting faculty to teach at the European Management Institute (ESCP-EAP), Paris from 2002 to 2005. He has collaborated on a series of research projects with the Earth Institute of Columbia University from 2004-05 to 2012-13. He has considerable practical experience working in high powered policy making and evaluation bodies in both the Central and State Governments in India. Currently, he has been on the Monetary Policy Committee of India that decides the policy rates (2016 onwards). He was a member of the Sixth Central Pay Commission (2006-08) deciding revision of the pay and pension of more than 10 million employees in India. He was also a Member of the High Level Committees on Leveraging Postal Network in India (2014), HR Issues in the Merger of Air India and Indian Airlines (May 2011-Jan. 2012), Public Expenditure Management (2009-10), and on Savings and Investment Estimation (2008-09) appointed by the Government of India; a Member of the Expert Committee on Restructuring of the State Public Sector Units (2004-08), the Public Debt Management Committee (2005-06), and the State Public Finance Reform Committee (1998 – 2000) appointed by the Government of Gujarat. He is currently chairing a Committee on Financial Sector Statistics, appointed by the National Statistical Commission (2016 onwards) and had chaired a Committee on Cost Saving and Resource Use Optimization in Air India, appointed by the Ministry of Civil Aviation, Government of India (2013).

He has carried out numerous consulting assignments in the private and public sector companies in India and has done work for the international organizations like WHO, UNICEF, World Bank, UNDP, Hewlett Foundation, United Nations, UN–Mongolia, etc. He has written about 46 monographs, 22 books, and more than 140 research papers published in journals of national and international repute. He has also developed 15 international cases on economic planning and policy reforms based on experiences of countries in Asia, Africa, the Caribbean Islands, and North America. He has guided 33 students successfully and 6 students are currently working under him for doctoral degree. He has served as an independent director on the Boards of Gujarat State Financial Services, National Commodity and Derivatives Exchange, Power Finance Corporation, State Trading Corporation, Adani Ports and Special Economic Zone, Adani Enterprises, Adani Transmission, Gujarat State Petroleum Corporation, Union Bank of India, etc. He is also a member of the board of governors of the Gujarat Institute of Development Research, Ahmedabad; Centre for Multi-Disciplinary Development Research, Dharwad; Institute of Human Development, New Delhi; Indian School of Political Economy, Pune; and Member of Academic Council of Dharamsinh Desai University, Nadiad. He was also President of the Indian Health Economics and Policy Association during 2012-13.



## **Prof. Chandra Ketu Varma**

Over forty years of global experience in Leadership, Strategies, Operations, Start-ups, Turnarounds, Corporate Performance and Transformation in world class MNCs in the technology driven manufacturing and service arenas.

The key sectors in the manufacturing arena comprised of vertical transportation (elevators / escalators), automobiles and pharmaceuticals sectors, and in the service arena, the telecommunications sector.

I gained global experience working in eighteen (18) culturally diverse countries while living in six countries (India, Canada, Singapore, China, Saudi Arabia, and Qatar.)

Maximize Stakeholder Value through Value-Based Management, robust Balance Sheet Management, Improved Profitability, Increased Competitiveness, Efficient Operations, Customer-Centric Processes, and Effective Performance & Controls.

Develop end-to-end Strategy Management model in a client's organization either through external or in-house management development programs / workshops and/or consulting engagement involving one or more of the specific linked areas:

- Vision/Mission formulation/refinement/articulation.
- Corporate values/culture identification.
- Strategic Plan development spanning “x” years. Includes Strategy Map, Organization Design, Strategic Priorities and Critical Success Factors.
- Operating / Financial Plans creation.
- Strategy Implementation including Performance Measurement.
- Strategic Reviews and periodic strategy re-alignment.
- Organizational Roadmap formation bridging Vision and Results.
- Coaching / Counseling in above areas.

### **Specialized Programs**

- Strategic Cost Optimization/Management.
- Enterprise Risk Management.
- Strategic/financial assessment of acquisition & overseas expansion opportunities.
- Finance/Cost modules induction for non-financial Executives.
- Working Capital Rationalization / Controls.