



IIM NAGPUR

भारतीय प्रबंध संस्थान नागपुर  
Indian Institute of Management Nagpur

**T**  
**TIMESPRO**



# Senior Management Programme (SMP) (Batch 06)

12 Months | Blended | ₹3,70,000 + GST

## IIM Nagpur Director's Message



**Dr. Bhimaraya Metri**

Director,  
Indian Institute of Management Nagpur

I take pleasure in welcoming you to IIM Nagpur (IIMN). IIMN was established in 2015 as the first of the third generation IIMs, by the Ministry of Education, Govt. of India. Its location in Nagpur, the Orange City, makes IIMN equidistant from the major metropolises – Delhi, Chennai, Kolkata, and Mumbai – in terms of travel time by air. Since its inception, IIMN has attracted talented faculty members with commendable experience in research and teaching.

Faculty members at IIMN are engaged in management consultancy, research, training, and industry collaboration for creating and disseminating cutting-edge knowledge. Its location at the very centre of industrial activity offers IIMN a natural advantage, enabling greater connections and partnerships with businesses across sectors in SEZ and MIDC-designated zones. IIMN's unwavering focus on pioneering exceptional industry partnerships to lead the way in providing real-world experiences, prepares our programme participants for life — bringing 'corporate into classrooms' to hone relevantly skilled talent for the ever-evolving corporate world. One of the first premier institutions in the country to seamlessly make the shift from physical to online over the past year, IIMN is well-equipped to conduct Executive Education Programmes (EEPs) for executives from public and private sector undertakings. Keeping the New Education Policy (NEP) 2020, digitalisation and lifelong learning in mind, IIMN has launched online certificate programmes for skilling-reskilling-upskilling the executives in highly specialised areas of management. We anticipate that these programmes would enable executives to fully realise the opportunities ahead in a digitally disruptive world. With its unique advantages, IIMN is an exciting place to learn, grow, and be the 'champions of change'. We welcome you to join our IIMN community of faculty, staff, students, and alumni who are shaping the future of work.

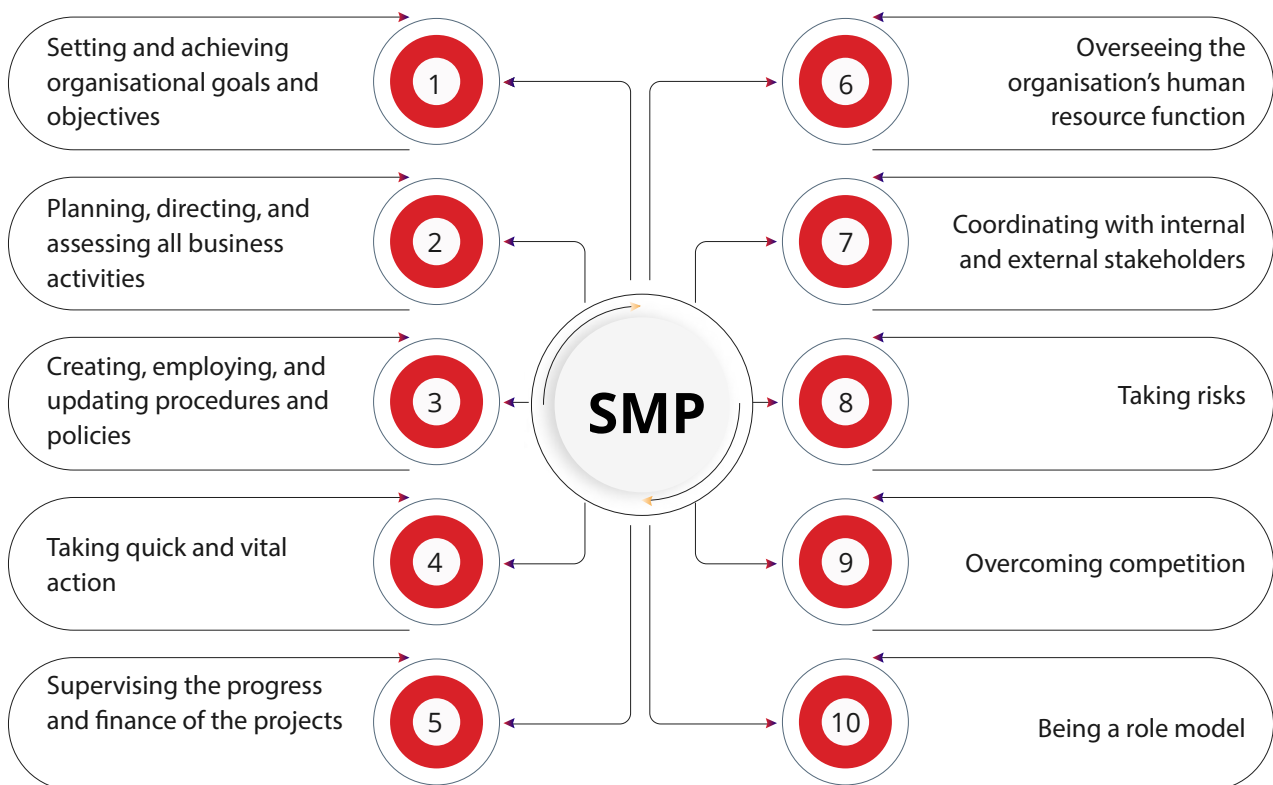
# Senior Managers: Spearheading Organisational Success

The quality of leadership is often considered to be an important determinant of an organisation's growth. People in senior management play a prime role in the success of an organisation. As a member of your organisation's senior management, you are responsible for leading the employees towards achieving the shared organisational goals of success and growth.

Companies with top quartile leadership effectiveness  
generate 3.5 times more shareholder return.

Source: [www.mckinsey.com](http://www.mckinsey.com)

## What Defines Senior Management Professionals?



As a responsible senior management professional, you should be able to lead yourself, others, and your organisation effectively.

# Developing a Leadership Mindset and Competencies

As a senior management professional, your authority, responsibilities, accountability, and challenges are broader than those in a functional role. You are expected to have the management skills required across all business functions like marketing & sales, finance & accounting, operations, human resources, etc., to be able to orchestrate various business operations efficiently. Thus, to transition into senior management, you need to develop your personal, professional, and leadership skills.

## Key Skills of Senior Management Professionals

1 Awareness of the business and operating environment

Analytical, problem-solving, and decision-making skills 6

2 Forward planning and strategic thinking

High levels of self-management, flexibility, responsiveness, and adaptability 7

3 Interpersonal communication, negotiation, and motivation skills

Organisation and delegation 8

4 Leadership and managerial skills

Self-awareness and emotional intelligence 9

5 Strong organisational, time, and resource management

Guidance and mentorship 10

What senior management professionals require is a blend of strong fundamental business management skills, an understanding of verticals and departments critical to the success of their organisations, and effective leadership skills. However, not every organisation can enable the type of learning required to acquire these skills, which may pose challenges in career advancement.

# The Case for IIM Nagpur's Senior Management Programme (SMP)

Pursuing a Senior Management Programme will help you acquire a strategic perspective, gain relevant knowledge, develop new skills, forge stronger relationships, and foster creativity and self-confidence. It will empower you to overcome the inertia in your career and catalyse career advancement.

## IIM Nagpur's SMP enables you to:



Refresh yourself with contemporary knowledge and overcome the competition in rising up the organisational hierarchy

Understand your own strengths and use them optimally for personal and organisational growth



Be instrumental in your organisation's growth journey

Formulate strategies at an organisational level



Get into the league of decision-influencers and decision-makers

Research insights point at the dearth of leadership talent currently due to lack of right knowledge, experience, and guidance.

**80%**

of the organisations in India are currently facing a leadership talent shortage

**64%**

of global C-level executives cited 'Developing Next-Gen Leaders' as their top-most challenge

**41%**

of business leaders believe that their organisations fail to meet the needed leadership standards

IIM Nagpur's Senior Management Programme (SMP) empowers you with the opportunity to be a senior management professional in India's leading companies.



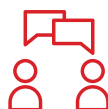
## Programme Overview

The **Senior Management Programme (SMP)** from IIM Nagpur is thoughtfully designed for executives who want to be instrumental in their organisation's growth story. The programme's key focus is on strategy formulation and implementation at the business and corporate level with a view to create competitive and corporate advantage. The various courses spread across three modules will introduce the participants to various tools and frameworks for creating value and will involve a more practical approach through simulation exercise and projects.

## Programme Highlights



Contextually designed 12-month programme for mid-senior executives



Chamber consulting by IIM Nagpur faculty



Campus immersion module of three days



IIM Nagpur Alumni status

# Learning Outcomes



Gain knowledge of all functional areas and business trends.



Learn leadership lessons for yourself, your team, and the organisation.



Get familiar with strategic tools like strategic management, the Blue Ocean Strategy, digitalisation, etc., for cross-functional integration, business growth, and change management.



Get acquainted with the concepts of risk management, corporate governance, and business sustainability to enable personal and organisational growth.

# Programme Curriculum

## Module 1

### **Leadership: Lead Self and Others**

- Increase awareness through introspection and feedback from peers and coaches
- Empowering and inspiring others by being an authentic leader
- Developing and leading successful teams

### **Strategic Marketing in the Digital World**

- Integrated communication strategies in a digital world
- Marketing analytics for consumer insights
- Digital marketing strategy simulation

### **Drive Financial Performance**

- Understanding drivers of financial performance
- Financial ratios for managerial decisions
- Maximise financial performance while creating value and managing risk
- Assess financial health of your business: Profitability, liquidity, and financial structure
- Developing wealth creating mindset

### **Leading Highly Strategic Projects**

- Project portfolio management and leadership
- Project feasibility analysis, project financing, contracts
- Project execution planning and risk

### **Strategic Thinking and Decision-making**

- Strategy formulation and strategic thinking
- Drive strategic alignment of organisational structure, systems, and processes
- Strategic decision and judgement
- Formulating business and corporate strategy (tools and techniques)



## Module 2

### **Understanding Financial Systems and Markets**

- Money supply and method of money supply control
- Financial markets and instruments
- Raising money, debt and equity, offshore financing, international bonds

### **Global Value Creation: Strategic Supply Chain Management**

- Sourcing and supply chain coordination
- Supply chain planning
- Supplier development and outsourcing

### **Recovering Organisation and Business From Distress**

- Turnaround stressed business
- Analysis of root cause
- Changing components in running engine

### **Managing Mergers and Acquisitions (M&A)**

- Life cycle of M&A
- Identification the need for M&A
- Post merger transitioning (challenges and imperatives)

### **Corporate Finance**

- Understanding cost of capital and TVM
- Capital budgeting and investments
- Evaluating projects: NPV, IRR, etc.
- Dividend decisions

## Module 3

### **Strategic Human Resource Management**

- Emerging HR practices, processes, and systems in globalized organisations
- Leading organisation and change
- Perspectives of change: Political, structure, and culture
- Understanding labour law and new labour code, union relations (ER)

### **Blue Ocean Strategy Formulation for Profitable Growth**

- Strategy formulation
- Analysing key trends in external environment
- Aligning resources and capabilities with strategy
- Discovering blue oceans and driving profitable growth

### **Managing International Businesses**

- Understanding international contexts
- Choosing internationalisation as a growth lever
- Leading and managing international businesses
- International business leadership: HR, legal, and financial functional dimensions

### **Enterprise Risk Management**

- Concept of enterprise risk
- Type of business risks
- Risk management systems and processes

### **Corporate Governance and ESG**

- Governance partnership: Investors, organisation, directors, executive leadership
- Corporate Social Responsibility: Changing expectations, CSR strategies
- Business sustainability and triple bottom-line (people-planet-profit) approach
- Role of ESG in sustainable business.

## Pedagogy

The programme is delivered through blended learning mode. The in-class component will involve a variety of pedagogical techniques such as lectures, case discussions, simulation games, role plays, group projects, and other experiential exercises. The online component, delivered through the state-of-the-art interactive mode, will facilitate learning in synchronous mode using multi-media components involving case discussion, audio, and video for enhanced engagement and experience.

## Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) mode that can be accessed by learners on their Desktop, Laptop, or Tablet.

Chamber Consulting will be provided by every faculty member teaching a course in the programme (once a week in the timeframe when a particular course's sessions are scheduled).

### Schedule

2 Online Sessions  
(of 90 minutes each)  
Sundays:  
09:00 AM to 12:00 PM

### Duration

12 Months (180 Hours)  
Online: 162 Hours  
Campus: 18 Hours

## Campus Immersion

There will be three days of campus immersion at IIM Nagpur, between middle and end of the programme.

The in-campus modules are subject to the conditions that prevail at that point of time. These conditions pertain to the pandemic or other unavoidable reasons. In case the on-campus module is not confirmed due to the COVID-19 situation, the same will be included in the total number of online sessions.

## Who Should Attend?

- The programme is targeted at mid-career to senior-level working executives and managers on the cusp of taking up leadership roles and key decision-making roles in the organisation.
- Leadership practitioners looking to refresh their management knowledge and skills would also benefit from this programme.
- The programme will benefit participants working in (or soon to take up) leadership roles in organisations including (but not restricted to) MNCs, private corporates, PSUs, government departments, MSMEs, and family businesses.

## Eligibility Criteria

1. Diploma (10+2+3) or bachelor's degree or equivalent (10+2+3 or 10+2+4) or a two-year master's degree or equivalent from a recognised university (UGC/AICTE/DEC/AIU) in any discipline
2. Minimum 10 years of relevant work experience\* post completion of qualifying education
3. Participants who fulfil the above criteria but are not working currently, are also eligible to apply for the programme
4. Final selection will be done by IIM Nagpur

*\*Internships and training experiences will not be considered as full-time work experience.*

## Admission Criteria

The selection will be based on the candidate's overall profile evaluation, subject to meeting the eligibility criteria.

## Attendance Criteria

A minimum of 75% attendance is a prerequisite for the successful completion of the programme.



## Assessment & Evaluation

Evaluation methodology is at the discretion of the faculty. The methodology includes online exams, written tests, assignments, case analysis, class contribution, and any other component as decided by the faculty.

The programme may require participants to work on individual/group assignments and/or projects. The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios.

Giving feedback is an integral part of the completion requirements of the programme.

## Certification\* & Alumni Status

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded a 'Certificate of Completion'.
- Successful participants will also be accorded IIM Nagpur Alumni status.



\*All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Nagpur.

## Programme Directors



**PROF. MUKUND VYAS**  
**DEAN**  
**EXECUTIVE EDUCATION AND ITS ALUMNI AFFAIRS**

Dr. Mukund Vyas is a Professor at IIM Nagpur. He practices in the areas of Humanities, Arts, Social Sciences, Organisational Behaviour, and Human Resources Management. He holds Ph.D. in Organisational Psychology from the University of Mumbai. Prior to joining IIM Nagpur, Dr. Vyas was associated with Tata Motors Limited as Head – Executive Management Development & Talent Development from May 2016. He was also associated with Larsen & Toubro Limited as Head – Corporate L & D, and Head of Leadership Development Academy for a year.

Dr. Vyas started his corporate career in 1996 with Siemens where he worked for 20 years including six years heading global position in Talent Management with Siemens AG, based out of HQ in Germany. Over 26 years of experience, Dr. Vyas has worked in the area of Leadership Development, Organisational Culture, Learning & Development, Talent Management, and Performance Management.

## Programme Directors



**PROF. GUPTA PRASHANT**  
**DEAN**  
**FACULTY, ACADEMICS, AND ALUMNI AFFAIRS**

Dr. Prashant Gupta is a Professor at IIM Nagpur. Before this, he was associated with IIM Tiruchirappalli. He has shouldered many administrative responsibilities such as Dean, School of Management, Dean – Student Affairs, Chairman Admissions, Programme Director/Chair of PG Programmes, etc., at different institutions. His 25+ years of experience is a blend of industry and academics. Dr. Gupta has conducted various training programmes for more than 40 companies, including board level programmes, for more than 5,000 middle, senior, and top-level executives of almost all big PSUs like ONGC, IOC, Oil India, HPCL, NTPC, GAIL, NLC, Coal India, L&T, TVS Credit, etc. He has also organised international training programmes and trained more than 1,000 foreign government/private sector executives of around 55 countries, sponsored by Ministry of External Affairs, Government of India. Many international and national research publications of repute are to his credit.

Dr. Gupta has presented many papers in refereed international and national conferences in India at various IIMs, IITs, ISB, and abroad at more than 10 countries. He is on the Advisory Board of three companies and Economic Council of India (ECI). He is also a trained faculty member by Ivy Business School, Canada, and International Finance Corporation (World Bank Group Company), USA, on Corporate Governance. He sits on various academic bodies of universities and institutes and has also served as a board member at Accounting Standard Board (ASB) of India. Currently he is a member of Accounting Standard Board, ICAI, for year 2018-19. He is a member of committee on 'Sustainable Finance' at Bureau of Indian Standards (BIS) and also part of the 'World Working Group' of ISO for developing new standard on Sustainable Finance - ISO-TC322.

## Programme Fee

Particulars	Amount (₹)*
Processing Fee**	15,000
Total Programme Fee (Without Application Fee)	3,70,000

Note:

- \*GST as per prevailing rate is applicable and will be collected additionally from the candidate/participant. The current GST rate is 18%.
- \*\*Processing Fee is ₹15,000, which includes ₹2,500 for Application Fee and ₹12,500 for Tuition Fee. In case a participant profile is rejected by IIM Nagpur, Tuition Fee of ₹12,500 will be refunded to the participant.
- During campus visit, participants who want to stay extra nights at IIM Nagpur campus will have to pay additional charges directly to IIM Nagpur. This shall be subject to accommodation availability on the campus for extra nights.
- Collection of all fees will be done by IIM Nagpur. From the Application page, participants will be redirected to IIM Nagpur payment portal.



# Instalment Schedule

Instalment	Instalment Date	Amount (₹)*
I	At the time of Registration	12,500
	Within one week from offer roll-out	90,000
II	10 <sup>th</sup> June, 2024	90,000
III	10 <sup>th</sup> September, 2024	90,000
IV	10 <sup>th</sup> December, 2024	87,500

\*GST will be additional as applicable.

# Programme Timelines

Last date to Apply	<a href="#">Refer to Website</a>
Programme Start Date	24 <sup>th</sup> March, 2024
Programme End Date	March 2025

**APPLY NOW** 



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Established in 2015, the **Indian Institute of Management Nagpur (IIM Nagpur)** aspires to be a leading management institution that shapes management systems, policy, and governance through high-quality education, research, and industry engagement. Propelled by the pursuit of engaged scholarship, the Institute aims to create value-driven leaders and global managers with strong conceptual foundations and analytical approach, which helps them excel in diverse spheres – be it management, business, policy making, and public administration, to name a few.

IIM Nagpur's aim is to address the needs of a modern India, connecting aspirations and realities to attain benchmarks that are respected internationally. Our motto, सत्यं च स्वाध्याय प्रखर्चने च, that is, an inspired journey towards truth through individual reflection and collective discourse, propels our quest to bridge the gap between abstract knowledge and practice.

IIM Nagpur seeks to distinguish itself as an institution that promotes constant industry engagement of a 'problem-solving' nature. Executive Education, therefore, is an important thrust area for the Institute. With an array of programmes designed by a faculty body with a stellar record of research, teaching and industry engagement, the Executive Education programmes at IIM Nagpur equips managers and executives with the capabilities to perform effectively in their current roles and take up greater challenges through various stages of their careers.

**43<sup>rd</sup>**  
in NIRF Rankings  
2023

**19<sup>th</sup>**  
in Outlook ICARE  
Rankings 2023

**30<sup>th</sup>**  
in India Today MDRA  
Rankings 2020



TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.



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Executive Education Office (EEP  
Office), IIM Nagpur

Dr. Sapan Kumar Singh  
Sr. Manager- Executive Education,  
IIM Nagpur  
0712-2870333  
eepmgr@iimnagpur.ac.in  
www.iimnagpur.ac.in

TimesPro, 18<sup>th</sup> Floor, G-02 Wing,  
Lotus Corporate Park,  
Off Western Express Highway,  
Jogeshwari (E), Mumbai – 400 063,  
India.

1800-120-2020  
admissions@timespro.com  
www.timespro.com

