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MISSION STATEMENT

We commit to deliver high impact management development programs (MDPs) for working executives, collaborate with academicians on research projects, and provide value-driven consultancy support to organisations across public and private sectors.
Our esteemed Board of Governors at Asia-Pacific Institute of Management provides crucial oversight to the organisation and helps it grow strength by strength.

| S.No. | Name of Member        | Designation in the Board | Profile                                                        |
|-------|-----------------------|---------------------------|                                                               |
| 01.   | Mr. A.K. Shrivastava  | Chairman                  | Chairman-AIM                                                  |
| 02.   | Mrs. Anshu Shrivastava| Vice-Chairperson           | Vice-Chairperson-AIM                                          |
| 03.   | Dr. B.B. L. Madhukar  | Member                    | Former Chairman-MMTC Ltd.                                     |
| 04.   | Prof. Binod Kumar     | Member                    | President-Mental Health Foundation, Delhi                      |
| 05.   | Dr. R.S. Dhankar      | Member                    | Chief Executive Officer Apeejay Education Society              |
| 06.   | Dr. G.N. Qazi         | Member                    | Director General Hamdard Institute of Medical Sciences and Research(HIMSR) |
| 07.   | Mr. Sameer Mathur     | Member                    | Entrepreneur                                                  |
| 08.   | Dr. S.P. Chauhan      | Member Secretary          | Officiating Director of AIM                                   |
Learning and growth should never stop. This belief led us to the formation of Takshila – Centre of Excellence where we develop and conduct research-backed management development programs. As an academic institution, we also invite the faculty members from other leading B-Schools and professionals to join us on research-driven activities. Along the way, we also leverage our expertise to support our corporate partners in their business growth with our high impact consultancy services.

Time has changed dramatically over the past one decade. The successful managers and leaders need to upgrade their knowledge and skills more than ever. And this is where Takshila comes in with its innovative and data-driven management development programs which are conducted in different niches including Leadership Development Program for Newly Promoted AGMs, Emotional Intelligence, Stress Management, Leadership & Team Building and Finance for Non-Finance.

A lot of thought, efforts, and research go into conceptualizing and creating a management development program. At Asia-Pacific Institute of Management, the faculty members have wide experience of academic and industry and come with a proven track record of developing and conducting MDPs. I invite all our stakeholders, including our corporate partners, academicians, alumni, and business executives, to come forward and join us in our pursuit for excellence in management practices.

Shri A.K. Shrivastava
Chairman, Asia-Pacific Institute of Management
On behalf of Asia-Pacific Institute of Management, New Delhi, I welcome all our stakeholders, including our corporate partners, prospective students, and business executives, to join our pursuit for excellence in business practices and management. Since 1996, Asia-Pacific Institute of Management (AIM) has been consistently offering quality post graduate programs approved by AICTE in the discipline of Marketing, International Business, and Banking & Financial Services and General Management with a dual specialisation.

I am proud to share that the institute has resolved to broaden its spectrum of activities by establishing Takshila, the Centre for Executive Education, Research and Consultancy. The mandate of this Centre is to train the practicing managers in organisations, create a repository of research outputs and to undertake consultancy projects funded by corporate and multilateral funding agencies.

This step was taken keeping in view of challenges posed by the fast technological change across the globe and in digital space. This required the companies to upgrade and update their working environment as well as train its people to be more resilient. Our institute has a faculty amalgam both from academia and industry which makes it easy for us to blend theory and practice. Most of the faculty members are actively involved in training, research and consultancy in areas that are of interest to them. Since its inception in 2011, Takshila has conducted more than 100 programmes in different domains including management, leadership, business communication, etc. They have been widely appreciated by our prestigious corporate partners like NTPC, ONGC, NHPC, Punjab National Bank, Central Bureau of Investigation (CBI), and Ministry of Environment, Govt. of India to name a few.

As an institute, we are strategically located in the heart of New Delhi, which give us a huge advantage of being in the midst of a large number of national and international corporations. We hope to further this initiative in all sectors and intend to design more customized training programs to meet the specific needs of organizations. I would like to extend a very warm invitation to all organisations to engage with us and make it a valuable proposition I keenly look forward to a mutually rewarding association.

Dr. S.P. Chauhan
Officiating Director,
Asia-Pacific Institute of Management
ASIA PACIFIC INSTITUTE OF MANAGEMENT

Asia-Pacific Institute of Management is one of the top 10 B-Schools in Delhi NCR (Source – Business Today MDRA Survey 2017). The management institute runs AICTE and Ministry of HRD (Govt. of India) approved PGDM courses in General Management (with dual specialisations option), Marketing (Mkt.), International Business (IB), and Banking & Financial Services (BFS). The programs are widely appreciated by the industry. Every year, the biggest of companies, including ICICI Bank, ICICI Securities, Aditya Birla Sunlife, Flipkart, Barclays, Kent RO, E&Y, and L’Oreal, visit Asia-Pacific campus to recruit and/or provide summer internships to its students.

The secret of its spectacular growth lies in its commitment to provide world-class education, with curriculum designed with the help of industry experts and a team of highly qualified faculty with academic excellence and professional exposure. A state-of-the art infrastructure provides the environment for nurturing talent and for empowering the students with knowledge, skills and the mindset, which together shape future business leaders.

In the past one decade, Asia-Pacific Institute of Management has also evolved into a Centre for Corporate Training, Research & Consultancy. Under of brand name ‘Takshila’, the Centre conducts and promotes Management Development Programs (MDPs) especially designed for the working professionals of India, as well as encourages academicians from across the leading B-Schools and universities to collaborate on research projects. We also leverage our wide industry experience to extend high impact consulting services to corporates. Most of the faculty at the institute hold PhDs from leading B-Schools of India and abroad, and are regularly invited to conduct MDPs in organisations across
Inauguration ceremony of Takshila - Centre For Executive Education, Research & Consulting
Since its inception, Asia Pacific Institute of Management (AIM) has differentiated itself with its strong and unique engagement model with industry, academia and the government.

Takshila, the Centre for Executive Education, Research & Consultancy was established in 2011 to work closely with Managers and Executives of modern day organizations in order to continuously hone their skills and upgrade their business acumen, to stay abreast of industry trends and leverage upon new opportunities. Focusing on emerging areas of research and education the Centre has developed special training modules in different functional areas to effectively spread quality management education among practicing managers, across all levels. These programmes equip experienced professionals with powerful knowledge, tools and resources to tackle the most complex business challenges of today.

Takshila, in a short span of 7 years, has conducted many training programs across many sectors including Education, Manufacturing, Infrastructure, Entertainment, Handicraft, Thermal Power, Tourism, Banking, etc., and are regularly invited by reputed organisations namely, NHPC, NTPC, GAIL, PNB, IFFCO, NBCC, CBSE, PVR, NHAI, ONGC, IAA, IOC, etc.

As a major futuristic endeavour, the Centre has entered into Research and Consultancy, partnering with Corporates to address and resolve various challenges faced by their organisations.
The spectrum of offerings in Takshila is as follows:

**Executive Education**

Takshila Executive Education programmes have been designed to effectively spread quality management education among practicing managers, across all levels. These programmes equip experienced professionals with powerful knowledge, tools and resources to tackle the most complex business challenges of today. Takshila offers both Open and Customized programme spreading across the entire spectrum of functional areas in business management domain. Pedagogy in these programs tend to be highly interactive and will involve a mix of lectures, group discussions, simulation exercises, gaining insights about self by using psychometric tests, and case analysis.

- Open Programs are offered to up-skill executives and managers and help them familiarize with the essential aspects of running a successful business. Such programmes can be domain-specific as in Sales & Marketing, Operations, Finance, Strategy, Leadership, etc or inter-disciplinary, involving an optimal mix of multiple functional areas. It also addresses impact specialized skills/knowledge in a niche area such as Business Analytics, Behavioural Economics, Entrepreneurial Business planning and lean manufacturing. These programs are delivered by the Expert Faculty with a good mix of theory and practice using case study discussions, role plays, and simulations and applied learning project. The participants' diversity in open programmes contributes significantly to cross-learning and provides continuing networking opportunities beyond the classroom. A certificate of participation is awarded by the institute to participants on successful completion of the program.

**In-Company or Custom-Training Programs** are tailor-made modules created around a specific mandates from individual organisations. These programs are designed in collaboration with the client organisations, and scheduled on-campus or mutually decided date and venue.
Research & Consultancy

Takshila started the Research and Consultancy services to improve the Institute-Industry interaction and provide customised solutions to existing industries. Further, there was an emerging need to bridge the capability gap between the changing demands of the marketplace and the outputs of diverse industries.

Takshila has some high impact consulting services to its credits and the major focus was on developing policies and processes in functional and cross-functional areas of business. This initiative of the Centre has helped organisations to leverage the business opportunities in the market and maximize their market performance.

The foundation of Takshila’s research and consultancy competency lies in its team of distinguished and experienced faculty members who have developed an expertise in all functional areas of management by way of cutting edge research work. The research outputs go a long way in providing relevant information and strategic solutions to many public, private sector companies, government and society at large.

Takshila publishes two in-house journals and one journal from SAGE Publications namely Asia-Pacific Finance and Accounting Review (AFAR), Asia-Pacific Marketing Review (APMR), Asia-Pacific Journal of Management Research and Innovation (APJMRI). APJMRI is an international quarterly refereed journal published and marketed globally through SAGE Publications. The knowledge generated by our faculty has been added to this journal and other leading academic journals with high citation index and impact factor. Many textbooks and working papers are written on a regular basis.

Empanelment

Asia-Pacific Institute of Management takes pride in rendering services to the following ministries / organisations which have empanelled us for providing training to their employees:

- Ministry of Home Affairs
- Ministry of Tourism
- National Fertilizers Limited

We also had the privilege of conducting training programmes for:

- Ministry of Civil Aviation
- Ministry of Road Transport and Highways
- Ministry of Social Justice and Empowerment
EXECUTIVE DEVELOPMENT PROGRAMS

The Centre for Executive Education, Research, and Consultancy offers executive education across all areas of discipline and is delivered by our expert faculty. The programmes are developed keeping in mind the needs of the industry and also the feedback of the industry experts. These programs can also be customized to suit the specific needs of the organizations. Following are the prime areas of executive programs:

1. General Management
2. Communications
3. Marketing
4. Finance
5. Operations
6. IT
7. Economics
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<td>Finance</td>
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1. Conflict Management and Negotiation Skills

Introduction
Organizations, undoubtedly, are increasingly diverse with a large number of interdependencies and thus the potential for many disagreements. As an executive you are one voice among many. Your responsibility is likely to exceed your authority. Conflict is everywhere. You will inevitably be faced with conflict. The good news is that conflict can be extremely productive for companies and individuals and conflicting management skills can be learned. Research reveals that managers spend at least 24% of their time managing conflict. Does that sound like a shocking waste? In fact, it is an opportunity – if conflict is dealt constructively. The truth is that we can use well-managed conflict to bring enormous benefits to people and organizations. In fact, conflict management is often one of the biggest drivers of change. Properly handled, it can help people to be more innovative and can create stronger bonds, build effective teams and improve performance. The subtheme of this programme is about Negotiation Skills. Participants would be given an opportunity to understand their predominant style of negotiation and how to make negotiation effective. The key is to openly face an issue and negotiate a win-win outcome. We must understand that negotiation can be mutually beneficial.

Objective
This two-day training programme is designed to help executives understand the concept and relevance of conflict management and negotiation from the right perspective. This training programme would be focusing on learning various ways of managing conflict and developing negotiation skills. This understanding would facilitate the participants to be a more effective negotiator across various business and other kinds of negotiations. The emphasis will be more on developing behavioural competencies of managing con-lict and doing successful negotiation in working environment.

Contents
The programme will cover the following aspects of Con-flict Management and Negotiation Skills:
- Nature, Process and Types of Conflicts
- Stages of Conflict
- Psychological process in Conf-lict
- Intra and Inter-personal Conf-lict
- Nature, Process and Types of Negotiations
- Preparing for Negotiation
- Negotiation Process
- Evaluation of Negotiation Process
- Ethical considerations in Negotiation
- Individual negotiation style

For Whom
This programme would be most relevant for the junior and middle level executives in the PSUs, Private Sector, Government Sector, NGOs etc.
2. Competency Building for Leadership Roles

Introduction

Preparing managers at the middle and senior levels for leadership roles is very crucial as leadership is not confined to only the top and second levels of management. Such an approach of leadership development will to a great extent take care of the leadership crisis being faced by many organisations. Leadership roles include developing competencies not only of managing but also mentoring and influencing others to help them achieve desired outcomes, having the ability to see the bigger picture, having a clear vision in line with the company’s strategic plans and communicating it across the team, identifying individual strengths and delegating accordingly, and monitoring progress towards pre-defined goals and objectives listening objectively and empathetically, being organized and the ability to manage stress.

Objective:

The objective of this 5-day programme is to prepare managers for leadership roles by enhancing their competencies, both at the professional and personal levels. This would help them to take a proactive approach to make the best of the challenges thrown up by the present complex business environment.

Content:

- Understanding Self - Self Leadership
- Leadership Communication
- Leading Teams Effectively
- Goal Setting and Leading Change
- Effective Written Communication
- Developing Cultural Sensitivity
- Enhancing Emotional Intelligence
- Time and Stress Management
- Managing Conflict and Negotiation
- Leadership and Decision Making

For Whom:

Executives at all levels in organisations such as government, public and private sectors, MNCs and NGOs etc.
3. Managing Self for Leading Others

Introduction
It is well said that an organization is as good as its people and its people are as good as they manage themselves and others. Managing oneself is about managing personal feeling, attitudes, understanding one’s preferences and personal behaviors to bring out the best in oneself and others. Bottom-Line for Managing Self for Leading Others is about: maintaining oneself holistically i.e psychologically, physiologically, emotionally and sociologically and also retaining peaceful and healthy relationships with others particularly during low times of the life. This can undoubtedly be accomplished by consciously Managing Self and Leading Others!

This training programme focuses on enabling participants to understand concepts relating to intrapersonal and interpersonal effectiveness, developing self-awareness and a better understanding of oneself, acquiring interpersonal skills essential for functioning as an effective leader.

Objective
This two-day training programme is designed to help executives become effective leaders. This programme delves into the fundamentals of managing self, leading teams and motivating others to accomplish organization’s goals.

Contents
- Personality Profiling
- Managing Self: A Holistic Perspective
- Developing Inter-personal skills
- Creating a positive work environment
- Leading Change
- Enhancing Emotional Intelligence
- Managing and Leading Teams Effectively

For Whom
Executives at all levels in organisations such as government, public and private sectors, MNCs and NGOs etc.
4. Managing for Excellence: Competitive Advantage through People

Introduction
Excellence is a journey and not the destination. In a borderless and connected economic order, it is imperative for organizations to strive for excellence in all performance parameters. It is increasingly being realized that organizations can gain sustained competitive advantage through effective management of human/intellectual capital. The programme thus aims at enabling the managers attain higher levels of excellence in their approach to mobilizing support of strategic stakeholders towards realization of organizational vision and values.

Objective
At the end of the workshop, the participants should be able to:

- Provide effective leadership for achieving individual and collective excellence;
- Appreciate the need for creating a learning organization and contribute towards the growth of human capital on sustainable basis;
- Enhance risk taking capabilities of the work group through effective team management;
- Exercise choice on appropriate motivational strategies for achievement orientation and employee empowerment;
- Acquire /sharpen competencies to establish effective interpersonal relationship through increased pace of self-development and management of emotions.

Content:
- Changing Business Scenario: Organizational Imperatives

- Managerial Styles and Effectiveness
- Building and Leading High Performance Teams
- Performance Management
- Motivational Strategies: Achievement Orientation
- Creative Deployment of Self
- Management of Emotions
- Action Planning

For Whom
The programme is designed for middle and senior level managers of public and private sector organizations, MNCs, banks, financial institutions, government departments and other organizations/institutions.

The Training provided by Asia-Pacific Institute of Management, New Delhi has been of immense value to our organization. It has helped our executives to develop better understanding of issues, made them capable of taking higher responsibility and serve the organization better.

R. Wanchoo
Executive Director (HRM & CSR), NBCC (India) Limited
5. Managerial Effectiveness

Introduction

It is a widely recognized fact that results are achieved through people. It is with this premise that the emphasis is on realizing the full potential of its people - developing competencies as a means of ensuring ongoing growth of organisations. An excellent organization cannot be created without competent manpower. The world is becoming increasingly competitive and complex. Businesses today are operating in a highly turbulent and hyper-competitive environment. The world is changing so swiftly that the knowledge, skills and attitudes we acquired and considered crucial to excel in our jobs are getting obsolete day by day and need to be updated. The shelf life of information has come down drastically. Today there is a need to create 24x7 learning environment in the organizations. Research revealed that twenty per cent managers of the world have become obsolete due to the rapid changes and another twenty per cent will join this obsolete list without continuous updation. This two-day training programme is designed to develop some of the key managerial competencies to ensure smooth sailing and continuous growth of business.

Objective:

This training programme aims to help the executives develop the core managerial competencies for enhancing their effectiveness. It is expected that this programme will energise the participants to achieve higher level of performance. More specifically, the objective would be:

• To understand self and others through diagnostic psychological tools
• To understand the changing roles of an executive
• To develop the competencies required for today, and tomorrow

Content

This two-day training programme is designed to focus on the following:

• Understanding self and others
• Developing IPR for managing others
• Developing Positive Orientation
• Time Management
• Managing Stress for Work-Life Balance
• Creativity and Problem Solving
• Developing Emotional Intelligence
• Leading Teams

For Whom

Executives at all levels in organisations such as government, public and private sectors, MNCs and NGOs etc.
6. Developing Emotional Intelligence for Effective Leadership

Introduction

In a highly competitive business environment the role of leaders is pivotal for organisational success and at the same time it is becoming increasingly complex to lead a diverse and knowledge workforce. Leaders need to enhance their influential power to bring about sustainable changes within the organisations with the involvement of people. They also need to develop mechanisms of developing and grooming people so that the organisation has leaders at different levels. Dealing with uncertainty, ambiguity and crisis is the order of the day and it is here that the leader has to depend on his emotional intelligence to deal with these unforeseen forces. Emotional Intelligence makes the difference between average and star performers in leadership positions. Emotional intelligence is relevant not only for individual growth but also for the organisation’s expansion.

Objective

This training programme aims at developing awareness regarding the processes and dynamics of working with people interpersonally, as well as within and across groups and develop leadership competencies to work in different contexts. It also provides an understanding of different competencies of emotional intelligence to facilitate the process of developing a framework for the intelligent use of emotions for leader effectiveness.

Contents

This three-day training programme is designed to focus on the following:

- From Managing to Leading
- Mapping and developing Emotional Intelligence
- Managing Self: A Holistic Perspective
- Managing Stress, health and emotions
- Developing Inter-personal skills
- Leading Teams
- Conflict Management
- Leadership and Decision Making
- Ethical considerations in Negotiation
- Individual negotiation style

For Whom

The programme is designed for middle and senior level managers.
7. Managing the contractual workforce

Introduction

There has been a paradigm shift in global economic scenario. Organizations are under unprecedented pressure to develop sustainable core-competence to have competitive-edge over their competitors. There has been gradual realization that organizations following people’s route, stand well ahead of their competitors. The trend is going to increase in future. Outsourcing (Contracting) is an emerging trend as an indispensable HR strategy to beat competition. The program attempts to a clear insight to the divergent perspectives with regards to contract Labours and to present an ‘integrated approach’, enabling participants to evolve to their own strategies to manage contract labours in prevailing Employee’s Relations scenario. Therefore Managers are required to have to have thorough understanding of Laws/ Rules to manage these contingent labours effectively.

Objective

• To provide overview of competitive economic scenario for outsourcing.
• To enable participants to identify emerging dimension in employees-relation.
• To enable them to identify IR issues which are of importance to their organizations at micro and macro levels.
• To provide Comprehensive insight in to the complicated problems of contract labour.
• To enable participants to develop their own strategies to manage the problem effectively.

Contents

• Emerging economic scenario competitiveness need for leaner organisation and outsourcing.
• Emerging trends in Employee’s Relation and their effective management.
• Building an excelling organizational culture to meet the challenges of change.
• Contract labour Regulation Abolition Act 1970, adequacies and inadequacies of the act with special reference to sec-10. Concern of judiciary leading to Air India case (1997), sail case (2001) and several other leading cases.
• Discuss on pending bill which shows the future trends.
• Precautions to be taken by principal Employers.
• Employee Relation, Contract Labour & their present position in PSU’s, Private sector & MNCs Live-case presentation.
• Evolving practical approaches/strategies, keeping the total perspective in view.

For Whom

The programme is designed for Managers, Functional Executives and Development / Section Heads from Private, Public and Multinational Corporations (MNCs) who are concerned about dealing with people effectively.
8. HR Metrics and Analytics for enriching the organisational performance

Introduction
In the knowledge economy where human capital plays a deterministic role for organization’s success, Human Capital Management has become very pronounced. The new paradigm that calls for HR to play the Strategic Partner role for the business finds the above measurements grossly inadequate. The progression is a sophistication of Metrics and Analytics that has to check on the value of people investment for business. HR Analytics is about researching on people in the workforce. Initially, HR Analytics meant use of the many tools to create dashboards and regression models based on available employee data on records.

Human Resource Analytics is a field of applied analysis of the workforce in a company. It identifies and uses appropriate data in a HR context and tries to understand links and patterns so that it can assess the present status as well make certain predictions for the future on the workforce.

Objective
• Understand the benefits of implementing Analytics in HR
• Utilize analytics to link Human Capital results and activities to business performance
• Determine what should be measured in HR

Contents
Metrics to understand Electiveness and Impact with reference to HR processes
• Application of Elements of HR Analytics in a business context to demonstrate new value
• A few Applications from among
  - Recruitment & company fit Analytics Performance & Talent

For Whom
Any mid-management to a top management professional heading a people function, who wants to study, diagnose and recommend solutions to a HR related problem in the company.
HR Metrics and Analytics for enriching the organisational performance

Introduction
In the knowledge economy where human capital plays a deterministic role for organization’s success, Human Capital Management has become very pronounced. The new paradigm that calls for HR to play the Strategic Partner role for the business finds the above measurements grossly inadequate. The progression is a sophistication of Metrics and Analytics that has to check on the value of people investment for business. HR Analytics is about researching on people in the workforce. Initially, HR Analytics meant use of the many tools to create dashboards and regression models based on available employee data on records.

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Objective
• Understand the benefits of implementing Analytics in HR
• Utilize analytics to link Human Capital results and activities to business performance
• Determine what should be measured in HR

Contents
Metrics to understand Electiveness and Impact with reference to HR processes
• Application of Elements of HR Analytics in a business context to demonstrate new value
• A few Applications from among - Recruitment & company fit Analytics Performance & Talent - Analytics L&D - Culture Analytics - Change Analytics Diversity Analytics - Retention Analytics
• Entity Relationship Analysis
• Operationalization and Evolution of taxonomy
• Design frameworks for conducting Study
• Data classification and statistical analysis

For Whom
Any mid- management to a top management professional heading a people function, who wants to study, diagnose and recommend solutions to a HR related problem in the company.
Interpersonal efficiency through Communication Skills

Introduction
Professionals who wish to have an edge over their competitors are expected to be proficient in their soft skills. This point is further authenticated by Hewitt Sean (2008) that, employers value soft skills because they are good indicators of job performance equivalent to traditional job qualifications. So today’s professionals need to inculcate a high soft skills percentage, apart from the domain specific expertise in order to succeed in this ever changing global economy. As a manager whether you are persuading your contemporaries, sharing your apprehensions, selling business to a client or encouraging a team, effective communication makes the difference between accomplishment and failure. We need to comprehend that communication does not simply happen—it necessitates skills and strategies along with the mindful efforts. Managers, who can communicate their ideas with lucidity, are more likely to gain acknowledgment and move forward in their professions. They make a difference in the world of practical affairs because of their fineness in communication. Thus, the need of the hour is to develop proactive communication skills which guarantee managerial success. This programme seeks to involve the participants in learning more about the ground rules of communication, the complexities connected with its conduct and acquiring the mandatory skills to deliver to one’s best ability in an organization.

Objective
- To assist the participants to improve their interpersonal communication skills.
- To enhance the participants’ capability to work with others.
- To understand and demonstrate the use of appropriate communicative competencies techniques in real life business scenarios.

Contents
- Understanding managerial communication
- Getting the message across
- Persuasive communication
- Inspiring and motivating through communication
- Organization and communication
- Exploring communication challenges & barriers

For Whom
This training program has been proposed to sharpen the communication skills of senior and middle managers and to furnish them with effective communication strategies.

Communication - The human connection
- is the key to personal & career success.
- Paul J. Meyer
1. Accelerating Sales Force Performance through Enhanced Sales Management

Introduction
Sales Force is the voice of the customers for an organization and the organizations physical embodiment for the consumers. This makes their job more demanding than any other counter parts in the organization. The Sales force today is at the epicenter of the, demanding customers, aggressive competitors, varying products, enhancing technologies and expanding markets. They are the major revenue center for an organization that has to hold on to existing customers while acquiring more in both the existing and new markets. The sales force is the growth engine for a firm, and a critical source of market feedback. They thus, guarantee profitability for the organization while ensuring customer satisfaction and loyalty. However, all the above can be achieved only if the sales force is successfully led and managed by an effective sales manager. A core challenge in front of a sales manager today is that of augmenting its sales force performance under the extremely challenging and swiftly changing.

Objective
- To discuss and analyze the means & methods of accelerating the sales force performance.
- To update managers on the latest methods of training, compensation & recruitment so as to augment the overall sales force productivity.
- To train managers in significant areas of sales management to enhance their capabilities as leaders.

Contents
This Programme is about managing sales force and thus covers from identifying the potential to managing and evaluating the sales force. Some of the key topics to be dealt in the Programme are:

- Understanding and analyzing the relationship between Sales & Marketing, to create a ‘Market Led - Sales Driven’ Company.
- Analyzing the characteristics of a successful sales personnel
- Innovative and efficient tools for Sales force Recruitment, Selection and Training.
- Designing an effective Compensation Plans so as to achieve utmost sales.
- Evaluation & Control of sales force performance.
- Develop a framework for structuring the sales force, territorial design and quota allocations.
- Make participants understand service-profit chain—that is the interrelationships among employee capability, sales performance, customer satisfaction, and company profitability.
- Developing a sales manager as a leader for better motivation, team and performance management.

Pedagogy
This Programme would be delivered through a mix of lectures, Role Plays, discussions, case studies, exercises and Sweat Sessions.

For Whom
The Programme is targeted for the executives with designations similar to Sales leaders, Territory Sales Managers, District Sales Managers, across industries.
2. Customer Satisfaction & Service Excellence

Introduction

As markets shrink, companies are scrambling to boost customer satisfaction and keep their current customers rather than devoting additional resources to chase potential new customers. The claim that it costs five to eight times more to get new customers than to hold on to old ones is the key to understand the drive toward tracking customer satisfaction.

Service excellence and customer satisfaction is a relatively new concept for many companies that have been focusing exclusively on income statements and balance sheets. Companies now recognize that the new global economy has changed things forever. Increased competition, crowded markets with little product differentiation and years of continual sales growth followed by two decades of flattened sales curves have indicated today’s sharp competitors that their focus must change. Competitors that are prospering in the new global economy recognize that measuring customer satisfaction is the key to success. Only by doing so can they hold on to their existing customers. Analysis of their customer service will help organizations improve themselves and thus help both in retaining existing & in attracting new customers.

Objective

- Understanding the concepts of Customer service, Satisfaction and Loyalty and their role in the success of an organization
- Learning the various kinds of Service Delivery Gaps their reasons and techniques to close the gaps.
- Learning the means to measure service quality of an organization.

Contents

- Distinctive aspects of Service versus product
- Differentiating the performance of the service through People, Processes and Physical Evidence.
- Creating a customer orientated organization culture
- Customer Satisfaction: Internal versus External
- Grievance Handling and Service Recovery
- Identifying and closing the Service Gaps
- Listening to customers through research-Servqual
- The trilogy of Customer Satisfaction, Retention & Profitability
- Strategies for excellence in Customer Service

Pedagogy

This Programme would be delivered through a mix of lectures, Role Plays, discussions, case studies, exercises and questionnaires.

For Whom

This course is suitable for middle and top level managers across industries.

“The goal as a company is to have customer service that is not just the best but legendary.”

- Sam Walton
I had the splendid opportunity to attend the training classes of Dr. S. P. Chauhan at CBI Academy, Ghaziabad on two separate occasions at the gap of two years. The first occasion allowed me to have a deep insight into my way of thinking and gave a glimpse of the major flaws in my personality that were obstructing my growth as a better individual. The second occasion in August 2017 built on the foundations laid by the first discourse in 2015. I learnt for the first time the lurking dangers of work related and personal stress. I was amazed to find that most of the stress started from my own aspirations and expectations, and of course, my inabilities to adapt to the social, professional and personal spheres. My little inflexibilities were exposed to my new ways of perceiving things. The training has helped me to become a better individual. It has helped me to battle stress. It is taking time but the changes are visible. The psychological tests and book references given by Dr. Chauhan had a great role in shaping the process of thinking. My best wishes to the Asia-Pacific Institute of Management, New Delhi and Dr. S. P. Chauhan, a true teacher and guide, for all those souls who survive in this increasingly complex world and are not yet lost.

With best wishes,
Manoj Banerjee
Dy Superintendent of Police,
CBI, BS&FC, Kolkata
3. Customer Relationship Management

Introduction

The markets are more fragmented than ever before not only in terms of brands but also in terms of national and regional companies as well as product categories. As the choices available are increasing and customer is becoming ever more discerning, the challenges before the marketing executives are also increasing. With many markets reaching near saturation cut-throat competition has made the analytical capabilities of CRM an absolute strategic imperative for companies to differentiate themselves and get their customers to stay with them for the long term.

But to serve the customer in a better way, it is foremost that the customer is understood better. Technology as an enabler has contributed towards enriching the customer experience at every touch point leading to greater customer value creation. IT makes it possible to keep records of millions of customers and billions of transactions as well as the data processing capabilities. Mathematical and behavioural models have been developed that help us understand the consumer in various perspectives. It is possible to measure brand loyalty, customer churn, life time value and so on. After ERP software, CRM is the single largest source of investment in companies in the last three decades.

Objective

The programme aims to provide you with approaches that will enable you to understand the framework of CRM practice and how organisations can use it for creating value, discuss which kind of organisations should adopt a CRM strategy specific to its need and what is the financial and non-financial value derived from CRM.

Contents

- CRM as integral business strategy
- Evaluating customer profitability and developing strategic cost advantage
- Using customer data for designing offers
- Planning and Implementation of CRM
- Managing customers for life
- Making Sense of Big Data
- E-CRM and Social Networking

For Whom

All senior executives/ managers/ Business Owners in the service sector who are in charge of customer service /sales or marketing functions.
4. How to build an effective Market Plan (A step-by-step guide)

Introduction

“You can't manage, what you can't measure.” Thought leader Peter Drucker believed that measuring results and performance is crucial to an organisation’s effectiveness. Therefore, to be a high performing organisation and to minimise uncertainties, an expert marketing manager is required to draw a market plan with smart goals and strategic market efforts. Marketing planning is meant to ensure efficient allocation & utilisation of resources. It also helps in increasing the managerial efficiency of an organisation by setting achievable measurable targets. Most importantly, market planning binds the organisation to a common goal and certain performance standards.

This training on building an effective Marketing Plan is designed to give marketing executives an understanding into best practices used by industry for opportunity analysis, setting goals, formulating marketing strategies, budgeting and allocating resources, implementing strategies, measuring the performance and finally reviewing the market plan.

Objective:

This training programme will help executives to:

- Explore market opportunity by assessment of internal and external environment
- Develop an effective and efficient marketing strategic plan
- Find the best way to allocate and optimise available resources of the organisation
- Measure the impact of Market plan
- Review and improve the market plan

Content:

- Guidelines for effective planning Tactical vs. Strategic Marketing Plans Step by Step approach to building a Business Marketing Plan
- Groundwork on Market Intelligence
- Utilizing SWOT to Prepare A Company’s "Situation Analysis"
- Customer Profiling: Customer Segmentation and Identifying Your Target Audience
- Setting SMART Marketing Objectives
- Aligning your Marketing Mix Elements with Organisational Goals
- Developing Marketing Communications and Tactics
- Establishing a Marketing Budget Plan
- Implementing the Marketing Plan throughout the Organisation
- Implementing Online Marketing Best Practices
- Developing Marketing Key Performance Indicators

For whom:

This training program is for anyone who desires to adopt best practices in marketing for their organisation. However it will be most relevant for Marketing Professionals, Public Relations Practitioners, Marketing Managers, Sales Managers, Brand Managers, and Business Owners.

The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.

– Peter Drucker
5. Key soft skills for Marketing Executives

Introduction
In India as the tech boom continues to explode, industry is attracting more and more technocrats having sound knowledge in areas like computer science, engineering, IT, data analytics, and other technology related hard skills. The executives in Marketing are well equipped with digital tactics, data analytics and metric measurements and they end up getting a high paid jobs. What is important to observe is that to advance in their career, it is crucial to master the soft skills as well. Today an overwhelming majority of companies say soft skills are just as important as hard skills. Therefore, the modern marketer has to be familiar with a lot, good at many, and master of a few skills in order to keep your customers happy and coming back for more.

Objective:
During this workshop, we will focus on helping the participants with:
• Gaining a better understanding of reaching out to customers
• Understanding the nuances of cultural differences as they relate to team work, negotiation, and leadership.
• Improving presentation skills and developing your executive presence.
• Learning to build a dynamic team and get the targets achieved.

Content:
• Art of creating the first impression - rules for appropriate dressing.
• Strategy for effective verbal communication
• Power of body language
• Time & stress management for better results
• Emotional intelligence at workplace
• Traits of a leader
• Product, customer and competitor analysis
• SMART Goal setting & Action Plan

For whom:
This workshop has been specifically designed for anyone in a business development or sales role who’s serious about improving their results. It benefits the following executives: business development managers, sales consultants, sponsorship sales executives, corporate sales executives, client services directors, fundraising and marketing directors.
I had the splendid opportunity to attend the training classes of Dr. S. P. Chauhan at CBI Academy, Ghaziabad on two separate occasions at the gap of two years. The first occasion allowed me to have a deep insight into my way of thinking and gave a glimpse of the major flaws in my personality that were obstructing my growth as a better individual. The second occasion in August 2017 built on the foundations laid by the first discourse in 2015. I learnt for the first time the lurking dangers of work related and personal stress. I was amazed to find that most of the stress started from my own aspirations and expectations, and of course, my inabilities to adapt to the social, professional and personal spheres. My little inflexibilities were exposed to my new ways of perceiving things. The training has helped me to become a better individual. It has helped me to battle stress. It is taking time but the changes are visible. The psychological tests and book references given by Dr. Chauhan had a great role in shaping the process of thinking. My best wishes to the Asia-Pacific Institute of Management, New Delhi and Dr. S. P. Chauhan, a true teacher and guide, for all those souls who survive in this increasingly complex world and are not yet lost.

With best wishes,

Manoj Banerjee
Dy Superintendent of Police,
CBI, BS&FC, Kolkata
Excellence is a continuous process and not an accident. A. P. J. Abdul Kalam
1. Analysis of Financial Statements

Introduction
Finance is the language of business. Analysis of Financial Statement is a systematic process of analysing the financial information in the financial statements to understand and make decisions regarding the operations of the business. As management personnel the main function of a manager is to analyse the financial statements properly so that one can take better decisions for the growth of the company like investment decisions, credit decision, bond rating decisions and several other corporate decisions. This programme facilitates the participants to learn the art and science of analysing financial statements of a corporate entity to understand performance from various perspectives interpret current operations and forecast future performance to enable effective decision making.

Objective
To develop an understanding of the process that leads to the preparation of financial statements.

To discuss Indian accounting standards and examine their implications on financial statements.

To understand the technique of appraisal of corporate financial performance through the use of Ratio Analysis and Cash Flow Statements.

To acquaint the participants with tools of financial analysis such as common size statements and comparative financial statements.

Contents
- Fundamental Principles behind financial statements

For Whom
Middle to Sr. Managers
2. Current Asset Management

Introduction
The difference between success and failure for many businesses is how well they manage their cash flows and other working capital components. Excessive inventory, long term debtors and surplus cash lead to opportunity losses and are detrimental to the bottom-line. Managers working in a competitive scenario need to be watchful of excessive money blocked in working capital however, at the same time they also need to be careful about liquidity crunches, stock outs and loss of sales. Working capital management is a broad topic needing understanding of Cash, Inventory and Debtor management. The programme "Cash Flow and Current Asset Management" shall help participants understand various aspects of working capital which shall help them appreciate the intricacies and importance of the same. The programme shall help them put concepts in practice which shall go a long way in improving the efficiency and profitability of their company.

Objective
The programme has been designed to enhance the participants' skill in planning, managing and arranging Working Capital funds. It will cover the concepts, tools and techniques which assist in efficient and effective Working Capital Management.

Contents
- Introduction to liquidity and working capital
- Operating cycle / cash conversion cycle
- Computation of operating cycle period
- Approaches to estimating working capital
- Working capital financing
- Limitations of accrual financial statements
- Cash flow statements and cash budget
- Direct and Indirect method of computing cash flows
- Case study- the mechanics of cash flow statement
- Case study, contd.
- Accounts receivable- collection and acceleration
- Accounts receivable – decision making and cost of capital
- Understanding cost of capital
- Credit policies
- Collection policy
- Evaluating the credit applicant
- Traditional and JIT Inventory management
- Cycle count and perpetual inventory system
- Stores Ledger and the use of FIFO, LIFO and Weighted Average
- Managerial applications
- Liability structure of a company
- Trade credit financing
- Use of accrual accounts as spontaneous financing
- Unsecured short term loans
- Secured lending arrangements
- Intermediate – Term debt
- Protective covenant and loan agreements
- Evaluating liquidity- Liquidity ratios

For Whom
Corporate executives dealing in operations and decision makers.
3. Finance for Non Finance Executives

Introduction
Successful Managers know that their decisions affect the profitability of the company, but are often puzzled by the numbers they deal with. The programme “Finance For Non-Finance” empowers the non-finance managers with an understanding of the numbers. The programme provides the managers with a comprehensive working knowledge of critical financial principles that will help them make better decisions in their organization. At the end of the course, the participants will be able to communicate finance related matters more effectively, understand the performance metrics of the organization, read and use company reports and comprehend other managerial decision making aspects. The participants shall learn to interpret crucial financial data in ways that would enable them to improve their effectiveness and make a more productive corporate contribution for value creation.

Objective
After attending the session, the participants would:

Be able to understand the impact of environment on the various components of the Value Chain and the effect of the former on the role and scope of the finance function.

Enable participants to identify and analyse investment opportunities, assess financial risks and understand how financial data is used to make business decisions.

Be able to interpret financial information, which shall help them understand resource acquisition and allocation, and communicate more effectively with the firm’s financial managers. Ultimately, this would help in value creation.

Understand and interpret new and upcoming reporting models like the Balance Scorecard and the Strategic Scorecard.

Contents
- Mechanics of Accounting – Understanding and Analysing Financial Statements
- Important Cost Concepts, Costing Systems and Conventions
- Balance Sheet, P&L Account and Cash Flow Statement
- Investment Decision
- Financing Decision
- Dividend Decision
- Working Capital Management
- Capital Markets

For Whom
Middle to Sr. Managers.
4. Financial Modelling Using MS-Excel

Introduction

Financial modelling is the task of building an abstract representation (a model) of a real world financial situation. This is a mathematical model designed to represent (a simplified version of) the performance of a financial asset or portfolio of a business, project, or any other investment.

Over past four decades the dimensions of research have been expanding and various stakeholders realized the need for rigorous analysis. In today’s world of extensive data where decisions are highly quantitative based, financial modelling has become an indispensable tool. It is the most sought after skill required in the field of investment banking, equity research, project management, commercial banks and mostly all other sectors in the financial services industry. Financial modelling is an art of building a model using excel to depict financial statements and investment analysis. It builds a structure that integrates various statements and schedules to enable decision making. A financial model represents the performance of a business, a project or any other investment.

Modelling through Excel will build enough confidence among the participants so that they are able to create their own financial model, and use it for solving their business problems. The program is designed to offer participants the intensive instruction and training needed to successfully compete in rapidly developing global financial markets.

Objective

- To learn the role of Excel as a tool in Financial Modelling.
- Work on Excel and use formatting best practices, efficient formula construction.
- Focus on Techniques for valuation.
- Perform financial analysis and forecasting various schedules and financial statements.
- Discussion on the interpretations of results and presentation.
- Hands on training in sessions for analysing data using Microsoft excel.

Contents

- Basic functions of MS-Excel like IF, Nested IF, Max, Min, Lookup, Vlookup, Hlookup
- Conditional Formatting, Pivot Table, Professional Quality Charts, Sorting, Filtering
- What-If analysis, Goal seek, Problem Solver Tools, Statistical functions, Data Table
- Financial Functions like PV, FV, PMT, NPER, RATE, NPV, IRR, MIRR, XIRR
- Financial Statement Forecasting using MS-Excel
- Loan Amortisation Tables of different types, EMI Calculation
- Construction of Capital Budgeting Models using NPV and IRR
- Bond Pricing and Duration
- Retirement Planning and Investments

For Whom

Middle to Sr. Managers
5. Investment Appraisal

Introduction
Long term assets of a company may be regarded as a portfolio of various investments. It is the return on these investments, which drive market capitalization. In this regard, it is very important for the corporate to analyze the potential of a long-term commitment in terms of both risk and return. The program ‘Investment Appraisal’ would help participants understand the various tools and techniques used for appraising Investments, the link between Investment and Financing and the relevance of risk while making decisions.

Objective
- Enhance their ability to understand different types of investments alternatives
- Able to develop ability to analyze and manage portfolio risk
- Understand implications of Various Valuation Techniques
- Understand importance of Structuring of the portfolio
- Develop appropriate portfolio strategies

Contents
- Administrative Framework – Types of investments, cash flow forecasts, etc.
- Tools and Techniques – Return on funds employed, payback, net present value, etc.
- Case Study 1 – Investment appraisal for government negotiation and projection of cash flows
- Case Study 1; continued - Computation of NPV and computation of IRR
- Case Study 2 - Appreciating real life issues in projecting cash flows
- Case Study 2; continued - Computation of ROFE and Computation of Payback, NPV and IRR
- The Discounting Factor – WACC, MCC and Incorporating Risk
- Risk Analysis in Investment Appraisal - Computation of risk in single project and Computation of risk in a portfolio of projects
- Leasing as a source of Financing - Accounting and Tax aspects of leases and evaluating a lease as against borrowing
- Sources of value in Leasing & RECAP - Leasing in perfect capital market/Bankruptcy costs etc.

For Whom
- Functional Heads involved in decision making.
- Accounting professionals involved in forecasting.
6. Strategic Cost Management

Introduction
Strategic cost management (SCM) a tool to set guiding principles that represent the ground work of a continuously improving bottom line of the business and organization. The SCM stresses on increased productivity, efficiency, effectiveness, of process systems and internal control and reporting methods. This program will present the various SCM frameworks, concepts, and cost control & improvement tools necessary for implementing the cost culture that characterizes world-class organizations.

Objective
Competitive markets and increased flow of cross border capital has necessitated companies to reduce total costs while improving their strategic position. The modern day need is to be both cost effective and efficient to maintain a competitive advantage over others. Spending decisions need to be strategic and internal capabilities good enough to deliver value from such investments. Multiple costs for multiple purposes need to be the order of the day. Traditional cost accounting methods, though useful, have many a times acted against the interests of companies. The fall of the western industry in the 1970s and 80s, especially in the areas of telecommunication and automobiles is testimony to such limitations of the traditional tools. The programme ‘Strategic Cost Management’ intends to highlight such deficiencies and provide participants with required skills and understanding to make right decisions at the right time and place.

Contents
- Introduction to Cost and Management Accounting.
- Evolution of cost accounting in changing business environment.
- The mechanics of cost accounting.
- Cost control through Standard Costing and Variance Analysis.
- Contentious issues in traditional cost management
- Limitations of traditional costing- behavioral aspects.
- Allocation, Apportionment and Absorption
- Strategic Allocation
- CVP analysis and decision making.
- Operating leverage
- Decision making using Marginal Costing
- Cost Reduction through ‘Value Chain Analysis’ – Case study on Target Costing, Standard Costing, Kaizen and ABC.

For Whom
Executives involved in decision making.

The Training provided by Asia-Pacific Institute of Management, New Delhi has been of immense value to our organization. It has helped our executives to develop better understanding of issues, made them capable of taking higher responsibility and serve the organization better.

R. Wanchoo
Executive Director (HRM & CSR), NBCC (India) Limited
7. Strategic Financial Management

Introduction
Senior management in any organization takes decisions which can have significant impact on the future of the organizations. These decisions are related to co-operatives’ growth, performance or managing the returns to the stakeholders. These decisions require perceptive aptitude and analytical skills. Financial decision making tools can help the senior managers in taking these decisions. The programme is designed to help the senior managers to take these strategic decisions through financial analysis. This programme would also introduce the participants to the changing environment of the world markets with various financial engineering tools. Thus, this programme will help the participants to improve the co-operatives’ ability to optimize corporate strategies and develop new opportunities for the co-operatives to grow and succeed.

Objective
Managers and other senior professionals are frequently called upon to make decisions based on accounting and financial parameters. This requires them to develop the skills necessary to assess the output of accounting and financial systems.

The objective of this program is to facilitate learning of accounting and finance concepts, methods and applications. The participants will develop skills to leverage knowledge in accounting and finance in order to competitively position their organizations.

Contents
- Objective of financial management
- Time value of money
- Dividend Valuation Model
- Cost of Debt
- WACC
- MCC
- CAPM
- Extended CAPM.
- Link between Investment and Financing Decisions
- Traditional theories
- MM approach
- Limitations of IRR.
- MIRR
- Investment Appraisal
- Investment Appraisal
- Leasing
- Mergers and the market for corporate control
- Divestitures, Spin-Offs, Equity Carve-Outs, Leveraged buyouts, etc.
- Strategy and Balanced Scorecard
- Strategic Profitability Analysis
- Cost control and management
- Target Costing and Standard Costing

For Whom
Senior Executives
8. Lending strategies for Small and Medium Enterprises

Introduction

SME finance is the funding of small and medium-sized enterprises, and represents a major function of the general business finance market – in which capital for different types of firms are supplied, acquired, and priced. The small and medium enterprise sector is widely regarded as the engine of the Indian economy. Small and medium enterprises (SMEs) contribute significantly to industrial, economic, technological and regional development in all developed and developing economies. Presently SMEs contribution to Indian GDP is 17 per cent. According to an estimate, it is expected to increase to 22 per cent by 2020.

The SME sector is vital for the nation's economic progress and hence, needs to be carefully nurtured and supported. SMEs are the best vehicle for inclusive growth in the country, to create local demand and consumption. Besides supporting employment generation activities, they also act as feeder lines for the MNCs and large corporates of tomorrow, according to Reserve Bank of India.

Objective:

All the Banks in India have adopted a Policy for lending to SME sector, in tune with Govt. of India guidelines. The Programme is aimed to fine-tune the skill set of Bankers dealing with SME Sector, the most vibrant and growing sector of the economy.

Content:

- Evolution
- Definition of SMEs
- Characteristics
- Role in Economic Development.
- SMEs: Policy
- Legal Framework
- Schemes for SME Financing
- Problems encountered by SME’s
- SME: Rehabilitation
- Recovery of loans

For whom:

The Programme is aimed at banking professionals, mainly from the Middle & senior Management Cadre, especially the Branch Managers, dealing with SME Banking.
9. Retail Banking - Opportunities and Challenges

Introduction

India’s banking and financial sector is fast expanding. The Indian Banking industry is currently worth Rs. 81 trillion (US $1.17 trillion). The landscape of India’s financial sector is changing. Retail banking in India has witnessed enormous growth in the recent past. Retail banking has immense opportunities in a growing economy like India. The rise of the Indian middle class is an important contributory factor in this regard. The percentage of middle to high income Indian households is rising & expected to continue to rise. India has more than 50% of its population below the age of 25. More than 65% below the age of 35. It is expected that, in 2020, the average age of an Indian will be 29 years, compared to 37 for China and 48 for Japan. The younger population not only wields increasing purchasing power, but as far as acquiring personal debt is concerned, they are perhaps more comfortable than previous generations. Further increased competitions for retail deposits and tighter regulations have created challenges, but also opportunities for banks to adapt quickly to the new banking environment. Coupled with the emergence of a new class of banks—the small and payments banks—one of the biggest impacts of technology adoption will be rapidly accelerating financial inclusion by making last-mile access more cost effective and expanding the reach of banking to the unbanked. Powerful forces are reshaping the banking industry.

Objective:

While retail banking offers phenomenal opportunities for growth, the challenges are equally daunting. How far the retail banking is able to lead growth of the banking industry in future would depend upon the capacity building of the banks to meet the challenges and make use of the opportunities profitably. The programme intends to equip the participants with strategies to adopt Retail Banking as a powerful tool for banks growth and profitability.

Content:

- Changing banking scenario
- Liability products of banks
- Asset products
- Cross selling—Mutual Funds, Bancassurance etc
- Customer—changing profiles, preferences
- Aggressive marketing strategies
- Retail payments
- Small Finance banks and Payment Banks—challenges
- Recovery strategies
- Future of Retail Banking

For whom:

The Programme is aimed at banking professionals mainly from the Middle Management & Senior Management levels.
Dr. S.P. Chauhan along with his MDP participants.
1. Six Sigma (Green Belt)

Introduction
Six Sigma is a data-driven problem-solving methodology. The focus is on process variations and emphasis is given to customer satisfaction. Being widely used in industries and service areas, the aim of Six Sigma is to make a process effective with - 99.99996% defect free. This means a six sigma process produces in 3.4 defects per million opportunities or less as a result.

Objective
The objective of this program is to make participant capable of participating in problem solving teams, using Six Sigma.

Contents
Six Sigma is a structured problem-solving methodology. Problem-solving in Six Sigma is done using the DMAIC framework. There are five stages in this framework.
- Define
- Measure
- Analyze
- Improve
- Control

For Whom
This program is for the persons working in manufacturing, services or education.

2. Lean Six Sigma

Introduction
"Lean Six Sigma is a fact-based, data-driven philosophy of improvement that values defect prevention over defect detection. It drives customer satisfaction and bottom-line results by reducing variation, waste, and cycle time, while promoting the use of work standardization and flow, thereby creating a competitive advantage. It applies anywhere variation and waste exist, and every employee should be involved."

Lean Six Sigma combines the strategies of Lean and Six Sigma. Lean principles help to reduce or eliminate process wastes. Six Sigma focuses on variation - reduction in process. Thereby, the principles of Lean Six Sigma help to improve the efficiency and quality of the process.

Objective
The program aims to make participant capable of participating in problem solving teams, using Lean Six Sigma.

Contents
Today’s environment is very dynamic. Lean or six sigma approach in this dynamic environment cannot bring full potential to improvements if applied in isolation. Integration of Lean & Six Sigma ensures exceptional improvements. In this management approach, traditionally the lean methodology is used first to remove the waste in a process. Later, the Six Sigma tools are used to improve process variations. However, these two methods go hand in hand in today’s time. The ultimate objective is to improve processes by reducing variation and eliminating waste. It’s a continuous improvement process, where Lean methods and Six Sigma approaches, both take their turn during PDCA. The extent of approaches may differ depending upon process complexities or improvement sought. The combination of these two methods helps to develop streamlined processes with high quality & results. It improves bottom-line profits and helps meeting business goals.

For Whom
This program is for the persons working in manufacturing, services or education.
3. Lean

Introduction
Lean is a systematic approach to reduce or eliminate activities that don’t add value to the process. It emphasizes removing wasteful steps in a process and taking the only value added steps. The Lean method ensures high quality and customer satisfaction.

Objective
The objective of this program is to make participant capable of participating in problem solving teams, using Lean.

Contents
It helps in
- Reducing process cycle time,
- Improving product or service delivery time,
- Reducing or eliminating the chance of defect generation,
- Reducing the inventory levels and
- Optimizing resources for key improvements among others.

It is a never-ending approach to waste removal, thus promotes a continuous chain of improvements.

For Whom
This program is for the persons working in manufacturing, services or education.

4. Value Management

Introduction
Value Management is body of knowledge as a technique in which the value of a system’s outputs is optimized by crafting a mix of performance (function) and costs. In most cases this practice identifies and removes unnecessary expenditures, thereby increasing the value for the manufacturer and/or their customers.

Objective
The objective of this program is to make participant capable of participating in problem solving teams, using Value management.

Contents
VM follows a structured thought process that is based exclusively on “function”, i.e. what something “does” not what it is. For example a screw driver that is being used to stir a can of paint has a “function” of mixing the contents of paint can and not the original connotation of securing a screw into a screw-hole. In value Management “functions” are always described in a two word abridgment consisting of an active verb and measurable noun (what is being done – the verb – and what it is being done to – the noun) and to do so in the most non-prescriptive way possible. In the screw driver and can of paint example, the most basic function would be “blend liquid” which is less prescriptive than “stir paint” which can be seen to limit the action (by stirring) and to limit the application (only considers paint). This is the basis of what value engineering refers to as “function analysis”.

For Whom
This program is for the persons working in manufacturing, services, education and also for post graduate students.
5. Total Quality Management

Introduction
Total Quality Management (TQM) is an organizational process that actively involves every function and every employee in satisfying customer’s needs, both internal and external. TQM works by continuously improving all aspect of work through structured control, improvement and planning activities that are carried out in concern with guiding ideology that focuses on Quality and Customer Satisfaction as the top priorities. There have been many arguments that TQM succeeds only by incorporating a concern about quality for the customers throughout the organization.

Objective
The objective of this program is to make participant capable of participating in problem solving teams, using TQM.

Content
Quality management ensures that an organization, product or service is consistent. It has four components: mainly quality planning, quality assurance, quality control and quality improvement. Quality management is focused not only on product and service quality but also on the means to achieve it.

Pedagogy:
Participant will be given theoretical as well as hands on practices of the various steps being used in solving problems using TQM. Case studies will be discussed.

For Whom
This program is for the persons working in manufacturing, services, education and also for post graduate students.
1. Economics for Non-Economists

Introduction

The success of any business depends on Internal and External environment. While a modern manager may have the knowledge and expertise of internal environment of its business but it has been observed and confirmed in many studies that it is the knowledge and understanding of external environment that a managers lacks. Other than the understanding of their domain knowledge a modern manager need to have three types of literacy to become more effective manager. The three types of literacy include (i) Economic Literacy (ii) IT literacy and (iii) Political Literacy.

The proposed MDP will focus on Economic Literacy. Purpose The MDP introduces a framework for the application of economic theory to real-business world problems. The first day focuses on microeconomic aspects and analyses how it may be used to help decision-making and strategy formulations. The second day focuses on macroeconomic aspects and concepts such as economic growth, inflation and unemployment. This will also include current status of global economic outlook and its implication for Managers.

Objective

At the end of Programme participants are expected to read and understand any business daily. Also, the participant will be able to use the knowledge of economics to better understand the dynamics of their business and its environment. It will also help them to create strategy in such a way to make their business more resilient to competition.

Contents

- The Economic Way of Thinking
- Understanding Data
- Basic Principles of Economics -Microeconomics
- Application of Microeconomics in Business-Strategy
- Macroeconomic Policies-Monetary and Fiscal Policy
- Global Economic Environment
- Reading and Understanding of Business Newspaper

For Whom

This is Programme is useful for Middle to Senior Level Managers
Duration Two Days.
2. Transforming HR with Behavioural Economics

Introduction
The new kid in town ‘Artificial Intelligence’ has been creating disruptions in many functional areas of HR but we believe that there is still a lot of scope to use ‘Natural Intelligence’ and make the HR more productive while remain humane. In this, the fast emerging field of Behaviour Economics can show us lot of interesting insights into the organizations and help transitioning HR from an administrative function to a strategic source of guidance and employee alignment. A recent Gallup research shows that companies applying behavioural economics principles outperformed peers by 85% in sales growth and more than 25% in gross margin during a one-year period.

Objective
The understanding and application of BE principles helps to understand the complexities of human behaviour with the hope of influencing and rationalizing decision-making in any organizations. Behavioural economics has been found useful in designing incentives in such a way that employee found them more motivational. This will lead to levels of increased productivity and continuity in an organisation. Behavioural economics has also been found valuable in the hiring of new talent and promotion of diversity in the workforce.

Contents
• Introduction to BE to HR Managers
• Understanding Heuristics and Biases
• Framing Hiring Decisions & Nudges and Employee Motivation
• Develop HR strategies with the help of BE
• Modals for Understanding for Behaviour Change
• Choice Architecture and HR Policy

For Whom
This is Programme is useful for Middle to Senior Level HR Managers
Duration Two Days
2. Advanced MS Excel

Introduction
The ability to analyze data is a powerful skill that helps you make better decisions. Microsoft Excel is one of the top tools for data analysis and the built-in pivot tables are arguably the most popular analytic tool. In this course, you will learn how to perform data analysis using Excel’s most popular features. You will learn how to create pivot tables from a range with rows and columns in Excel. You will see the power of Excel pivots in action and their ability to summarize data in flexible ways, enabling quick exploration of data and producing valuable insights from the accumulated data.

Pivots are used in many different industries by millions of users who share the goal of reporting the performance of companies and organizations. In addition, Excel formulas can be used to aggregate data to create meaningful reports. To complement, pivot charts and slicers can be used together to visualize data and create easy to use dashboards. You should have a basic understanding of creating formulas and how cells are referenced by rows and columns within Excel to take this course. If required, you can find many help topics on Excel at the Microsoft Office Support Site.

Objective:
- Create flexible data aggregations using pivot tables
- Represent data visually using pivot charts
- Calculate margins and other common ratios using calculation on pivot table
- Filter data using slicers in multiple pivot tables
- Create aggregate reports using formula based techniques

Content:
- Learn about Excel tables and what is their advantage over regular ranges
- Use a table to filter, sort and see totals
- See how calculations can be used to add columns to the existing data in Excel table
- Create our first pivot table
- Use multiple pivot tables and pivot charts to create our first dashboard
- Connect multiple slicers to the pivot tables
- Explore in more depth the full power of pivot tables
- See how to filter the data shown in the pivot in many ways to achieve interesting subsets of the data
- Use calculated fields on top of the pivot table to calculate profitability and find anomalies
- Use formulas to aggregate the data as an alternative to pivot tables for more flexible reporting layouts
- How a pivot can use more than one table and introduction to the Excel data table that is described in detail in the more advanced course in these series

For whom:
Operational Manager, Sales & Marketing Executives for whom Decision making and Performance Management is Important / key commitment. Managers and executives in various roles who need MS-Excel for data analysis.
## DETAILS OF THE MDP SESSIONS

### PROGRAMME DURING 2012-13

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Dr. S.P. Chauhan with business executives in one of his MDP programs.
Since its establishment, Takshila – The Centre for Executive Education, Research & Consultancy has organized innumerable MDPs for business executives working across government, semi-government, and private sectors. The programs aim at educating and inspiring the executives to evaluate their strengths and weaknesses, take more strategic decisions, and create tremendous value for their careers and organisations. Some of the management development programs conducted by Takshila trainers include the following:

1. Evolving Managers to Leaders for Effective Management of Change

The terms - Leaders & Managers - are frequently used interchangeably. However, managerial authority refers to the delegated power by the organization, whereas leadership authority refers to the power derived from the recognition commanded amongst followers or from the competencies to carry out the task. Manager relies on formal position of power to influence people, whereas leadership stems from social influence processes. A person may therefore be a manager, a leader or both. However, the two are by no means synonymous. The training program contained modules on leading a team for effective deliveries, a module on business economics on global business perspective was specifically embedded in the programme which was highly appreciated by the participants. The training workshop was attended by 23 participants from different organizations like IFFCO, NHPC, Indian Overseas Bank, LIC of India, National Book Trust, Rural Electrification Corporation etc.
2. Gen-Next Manager for India Tourism Development Corporation (ITDC) Limited

The Management Development Programme was attended by 25 General Managers and Deputy General Managers of ITDC Limited. The programme contained 8 modules which were covered in 2 days.

The programme commenced with a session on “Understanding Global and Indian Business Scenario” to give an overview of current Indian and global economic scenario and the way forward. This session was followed by a session on “Finance for Non-Finance Executives.” ITDC’s Balance Sheet was used to give the non-finance employees of ITDC a sense of financial matters pertaining to their respective functions. On day 2, sessions were given on Change Management, Organizational Leadership and Stress and Time Management. The programme fulfilled its objective of imbibing amongst the participants the need of today’s managers, in terms of the leadership strategies, change management, decision-making and also made them conversant with cross functional learning.
3. An in-house Programme for the executives of Indian Farmers Fertilizers Co-operative Limited (IFFCO) – Advanced Management Development Programme

The topics discussed in the programme included Leadership Styles, Innovation & Creativity, Communication & Listening Skills, Developing Interpersonal Effectiveness, Managing Health & Stress, Better Time Management through Planning and Prioritizing, Aligning Individual & Organisational Values, Problem Solving Skills, Personality Development and Developing a Positive Attitude. The programme was attended by 23 executives of IFFCO.
4. Finance for Non Finance Managers for PVR

This programme was attended by the non-finance managers from several offices of PVR cinemas. The training focused on the following topics:

a) How to prepare a balance sheet
b) Concepts like credit & debit, cash flow, matching concepts and Accounting Equation
c) Concepts of Profit/Loss, Gross & Net Working Capital, Cash Management Models

The programme was attended by 19 participants and was customized with case studies.

5. “Stress Management” for NSC

A one day MDP on “Stress Management” was organized for NSC Limited at New Delhi. The programme was attended by 22 Functional Managers of the organisation. The first session was about insights and overview on the Awareness of Stress in Professional and Personal Lives of every individual. The second session was about Developing Positive Orientation for Coping with Stress. The programme was extremely successful.
6. “Corporate Social Responsibility” in partnership with INDIA-CSR

Asia-Pacific Institute of Management, New Delhi, in partnership with INDIA-CSR, India’s largest CSR Network, organised a Two Day MDP (Workshop & Training) on Corporate Social Responsibility, at its MDP Center – Takshila, New Delhi. The workshop was aimed at enhancing the understanding of various aspects of CSR for executives and researchers. Interaction with Indian and International Experts was focused on the basic principles and implications of CSR and its underpinning concepts of sustainable development, latest development and emerging issues in the field of CSR.

Workshop had participants from world famous organizations in CSR Domain like GMR Varalakshmi Foundation, DLF Foundation, Vedanta Aluminium Ltd., Amdocs Development Centre India Pvt. Ltd., Akzo Nobel India Ltd., Aagati Consulting Pvt. Ltd., Chirag Rural Development Foundation, CAF India, Rampura Agucha Mine, Hindustan Zinc Limited, Essel Mining & Ind. Ltd.


A one-day MDP on “Team Management - A Case in Sports” was held at Takshila-The MDP Centre of Excellence, AIM. Mr. Madan Lal, Former Indian Test and ODI Cricketer, was given a warm welcome. The Chairman of the institute, Mr. A.K. Shrivastava, felicitated the guest with a memento and a shawl. The program, attended by 10 participants, successfully instilled the essence and essentials of team management deep in their minds.

8. “Team-Building and Leadership” for National Seeds Corporation

A one day MDP on “Team-Building and Leadership” was organized for NSC Limited at New Delhi. The programme was attended by 22 Functional Managers of NSC Limited. The first session focussed on Team-Building and Interpersonal Effectiveness. The second session was about Managing Change. Unique Management Games were used to explain how Change Management works.

Management Puzzles were used to drive home the concepts and importance of Emotional Intelligence to resolve Conflicts at workplace. Through Live Cases and Exercises, the essence of Leadership for the 21st century was explained. The programme was extremely successful.
9. “Team Leadership, Team-Building and Motivation” for NTPC

A three days Outbound Training on “Leadership, Team-Building and Motivation” was organized at JAYALGARH, a tourist destination and hill station located 110 kms from Haridwar. The programme was attended by 33 Functional Managers of NTPC, from across the country.

Day one was spent in Management Games and Leadership and Team-Building Exercises all day. The esteemed faculty, utilized 6-7 Management Games to underline the relevance of Leadership, Working in Teams, Interpersonal Communication, Importance of Cross-Functional Knowledge, How to Handle Projects, Decision-Making and Problem-Solving etc. and were appreciated by all.

Day two was spent in White Water Rafting on the banks of the Alaknanda River, Nature Trek and Management Games. Even through Adventure Sports, the participants were made to understand the concept of Leadership, and the varied Leadership Styles and Trends essential in today’s competitive environs.

Day three was spent in Rapelling which utilized Motivation as a key fundamental in achieving difficult tasks with consummate ease.

The programme was extremely successful and the overall feedback of the programme. The Management Games, in particular as well as the Leadership and Team-Building Exercises by the faculty was highly appreciated.

10. Understanding and Developing Negotiation Skills For FICCI

A 2-days MDP on “Understanding and Developing Negotiation Skills” was organized for the Executives of FICCI at FICCI House, New Delhi.

It started with a session on “Understanding and Developing Negotiation Skills” to give a brief on Understanding Negotiation - An overview, Its types and Processes involved in Negotiation.

The second session was conducted to make the participants understand the ways of Developing Positive Orientation for Effective Negotiation and Conflict Management.
GLIMPSE OF MDP TRAINING
Skill Development

All India Asian Educational Foundation (AIAEF) was established in 1995 as a “Not for Profit” organization, with a vision to be a world-class skill empowering and training institution. The foundation works with full passion, commitment and integrity to provide quality education and skill trainings that currently form the core agenda of the Government to empower the youth of the country with employable skills. The foundation has recognized the need to redefine the relationship of education, skills and employment, to empower the youth with the right type of employable skills by utilizing latest educational techniques and methodologies.

The skill development programs are conducted in sync with government’s target to skill/up skill 500 million people in India by 2022, mainly by fostering private sector initiatives in skill development programs and providing viability gap funding. In this mission, a monumental effort has been put forth in setting up an entire skill development centre within the institute premises. The experienced faculty and the qualified in-house professionals provide quality training content and updated curriculum. Strong linkages with leading companies are an added advantage to groom the participants for sustainable employable needs.

AIAEF’s programs are spread across various verticals:
- Skill Development Solutions
- Corporate Training Solutions
- CSR Solutions
- Research and Consultancy
- Management Education

AIAEF is partner with The National Skills Development Corporation (NSDC) which is a public-private partnership that supports the skills development ecosystem in India and funds effective private sector skills training initiatives, and has affiliations with various Sector Skill Councils.

Training pedagogy followed @AIAEF

The training pedagogy at AIAEF takes into consideration conventional as well as modern blended methods of training. Elements of adult learning methods are suitably incorporated in the training cycle. Imparting relevant modules during the actual training sessions involves teaching of behavior, attitudes and platform handling skills for respective job role. Participants of the trainings are constantly made aware of the various opportunities available after their professional skills upgradation.

Recruitment of Trainers
- Formation of a team of subject matter expert (SME’s) for vetting the content
- Train the trainers by Master Trainers for the delivery of the content
- Actual Delivery of the content to the trainees
- Providing training material to the trainees.
- Timely Audits of Trainers and UpSkilling

Induction
- Exposure to Organizational processes
- Understanding of Job Roles & Responsibilities
- Region wise understanding of our agreement/ contract
- Key Deliverables
Train the Trainer

• 5 days TTT comprising of rigorous sessions
• 2 day - Content Run through and facilitation
• 1 day – Facilitation Skills/Objection Handling
• 2 day – Teach Back and certification

Certification (Basis)

• 1 day –Teach Back of the TTT shall decide on the Certification
• Certified by the Master Trainers/Content Head/

Panel of Experts

• Past Experience
• Objection handling done of the questions raised by Panel

Past Skill Development Initiatives of the AIAEF

The All India Asian Educational Foundation [AIAEF] by virtue of being in the field of management education for about 20 years has to its credit numerous projects under the PPP model of the Government in fulfilling its mission for Educating and Skilling India. We provide skill development via educational intervention – teaching and training the participants across the nation. These projects are conducted in sync with the government’s vision for development of employability skills for all kinds of participants in the grass root levels of society.

Swarna Jayanthi Shahari Rozgar Yojana

The Swarn Jayanti Shahri Rozgar Yojna aimed at providing gainful employment to the urban unemployed and underemployed poor by encouraging self-employment ventures, or by the provision of wage employment. The scheme rested on a foundation of community empowerment. The scheme covered various activities like service requiring special skills, micro manufacturing units and assistance to agricultural and allied activities/small scale services/business activi-

ties. The training aimed at providing retail oriented skills to the people living below the poverty line in the urban areas of Delhi NCR. Students were trained in Retail operations, spread across centres at Mongolpuri, Begampur, Shahdra, Balbir Nagar, Allah Colony and Jasola in Delhi.

Ministry of Minority Affairs - Seekho Aur Kamao

The Seekho aur Kamao-Learn and Earn was an initiative launched by Union Ministry of Minority Affairs for skill development of minorities covered under National Commission for Minorities Act 1992 (Muslims, Christians, Sikhs, Buddhists and Parsis). This was a placement linked training programme for modern trades and skills training programme for traditional trades. The programme included mandatory Soft Skills, IT and English training. We received a target to train 400 candidates in Delhi NCR and successfully completed the project with over 80% placement. The project underwent operations in Delhi over 8 locations namely Shahdara, Chajjupur, Ram Nagar, BalbirVihar, Jasola, Mongolpuri, Begampur, Allah Colony in Retail and Tally courses.

Ministry of Minority Affairs – Nai Roshini

The Nai Roshni - Scheme for Leadership Development of Minority Women was a training initiative specifically designed by the Ministry to instill leadership qualities amongst women belonging to the minorities. The main objective of the scheme was to empower and inculcate confidence in women by providing knowledge, tools and techniques that involve interaction with government systems, banks and intermediaries at all levels. AIAEF implemented the project with great fervor in the interiors of rural and urban pockets of peripheral regions of Delhi NCR by training 125 participants in various Centers of Mongolpuri and Begumpur Village. Some major points touched during the training was on common childhood illness and immunization, family planning, home management, finance management, water sanitation and solid waste disposal and life skills.
CBSE- Capacity Building Programmes

The CBSE has come up with the initiatives to deliver capacity building programmes for teachers and school principals of affiliated schools in India and abroad. Quality concerns in school education is a major priority of CBSE as this plays a pivotal role in the development of the country. The training covers aspects related to enhancing the understanding of teachers and principals in effective delivery mechanism of the curriculum, and enhancement of their professional qualities. They are:

(i) C.9 Module of Leadership Training for Teachers
(ii) D.3 Module of Leadership and Innovation of Students

STAR Scheme- NSDC Programme

Standard Training Assessment and Reward (STAR) Scheme was launched with the respective Sector Skill Council (SSC’s) in India under the umbrella of National Skill Development Corporation (NSDC) to motivate nation’s youth to acquire vocational skills matching industry needs to provide them with gainful employment.

The objective of this scheme is to encourage standardization in the certification process by a registry of skills. The programme also provided monetary awards for skill certification to boost employability and productivity of youth by incentivizing them for skill based trainings.

Vocational Training Program

Ministry of Labour and Employment undertook development of a new strategic framework for skill development for the school dropouts and existing workers especially in the informal sector in close consultation with industry experts, SME’s, State Governments, and academia. The training under SDI scheme envisaged to be provided by various Vocational Training Providers (VTPs) under Central Government, State Governments, Public and Private Sector and industrial establishments. The courses in Retail were run for 180 Hrs in three batches.

Uttarakhand Skill Development Mission

As per the need of the hour, AIAEF has braced itself to provide educational options to fulfill employability needs in the state of Uttarakhand. The State plans to train 6.0 lac youth and provide them employment and entrepreneurship opportunities. We plan to impart skill-based trainings to the youth of Uttarakhand in trades like Retail, Hospitality, Travel and Tourism and ICT.

We are also implementing projects under SUDA Uttarakhand to train the rural youth in specialized trades like Accounts assistant using Tally, Bedside Assistance & Tourism & Travel Executive.

Employee Linked Skill Training Program-Rajasthan

Skill Livelihoods Development Corporation (RSLDCELSTP)

In order to extend support to the tribal people and uplift the arduous circumstances in the five tribal districts of South Rajasthan, the Government of Rajasthan has invited several private enterprises for help in skilling and uplifting the masses. AIAEF has come forward to offer skill development educational programs for transformation of the underprivileged sections of society towards achieving self-sufficiency and employability. The foundation started with the training agenda of more than 21600 students in various trades related to sectors like retail, travel and tourism, courier and logistics, hospitality, material management and ICT. We are already affiliated as training partners with many sector skill councils. Logistics, Retail, Telecom, Healthcare, Nursing, Hospitality, Travel and Tourism and ICT.

We have a state office in Bharatpur, Dausa, Nagar, Hindaun, Karauli, Ajmer, Alwar, Bayana and Bandikui. Deen Dayal Upadhayay Grameen Kaushal Yojana - Aajeevika Skills Aajeevika- National Rural Livelihoods Mission (NRLM) later renamed as DDU-GKY was launched by the Ministry of Rural Development (MoRD), Government of India in June 2011. AIAEF has...
Pradhan Mantri Kaushal Vikas Yojana

Pradhan Mantri Kaushal Vikas Yojana (PMKVY) is the flagship outcome-based skill training scheme of the new Ministry of Skill Development & Entrepreneurship (MSDE). The objective of this skill certification and reward scheme is to enable and mobilize a large number of Indian youth to take up outcome based skill training and become employable and earn their livelihood. The Scheme will allow Training Partners to attract students and provide an opportunity to operate centers in greater capacity than before and also achieve economies of scale. We are already affiliated as training partners with many sector skill councils. Logistics, Retail, Telecom, Healthcare, Electronics and Tourism and Hospitality are some of the major sector skill councils on which we are focusing currently.

CED Gujarat-Centre for Entrepreneurship Development

The Center for Entrepreneurship Development (CED) is an independent body which came into existence to bring about a perceptible change in public set up in May 1979. In the year 1970 a small cell was created within GIC to impart the entrepreneurship training. This is the oldest organization in the country incase in promotion of Skill and Entrepreneurship. AIAEF has been lucky enough to be a part of this ambitious venture. We have been given two Skill Upgradation Centers in Mithirohar and Kerala where we are running specialized courses in Garment-Making, Textile Weaving, Courier and Logistics and Electronics.
FACILITIES & INFRASTRUCTURE

Asia-Pacific Institute of Management boasts of a world-class infrastructure. Strategically located in Jasola, New Delhi, Asia-Pacific Institute of Management offers a perfect backdrop to hold all kinds of management development programs and conduct research-oriented activities. Some of the major components that make up the backbone of its infrastructure include:

**Auditorium / Discussion Rooms**
The fully-equipped auditorium at Asia-Pacific Institute of Management can accommodate over 200 participants. It has been named after “Dr. B.B. Verma,” one of the Board of Governors and Former Director, Bata India Ltd. The auditorium, along with our discussion rooms, is fully air-conditioned with all state-of-the-art facilities. These spaces are leveraged to conduct management development programs, industry seminars, presentations, as well as cultural events.

**State-of-the Art Classrooms**
Classrooms at Asia-Pacific Institute of Management (AIM) are fitted with latest learning and teaching technology like white boards, sound systems, and projectors to create a truly engaging learning environment for the students.

**Visitors Lounge**
A plush visitors’ lounge awaits the business executives where they can sit and relax before a management development program or freshen up after attending a training program. The lounge is spacious and fitted with impressive seating arrangements. Executives can also make use of their time in the lounge by reading a number of business magazines and newspapers that Asia-Pacific Institute of Management subscribes to.
Athenaeum
The library at Asia-Pacific Institute of Management is known as an Athenaeum (Learning Resource Centre) and committed to excellence in advanced information services and supporting learning process, intellectual activity and information needs of institute’s academic community.

It is housed in three fully-air conditioned floors and also equipped with advanced technologies like RFID and Wi-Fi facility. It has a rich and vast collection of more than 50,000 volumes of books from different fields of management and allied fields, and subscribes to a large number of printed national and international journals, magazines and E-resources such as Emerald, Ebsco, J-Gate plus.

Key Features of Athenaeum:
- To provide facility to the users of different types of printed and e-resources.
- To provide relevant resources, ICT based services to meet the information needs of the faculty members and the students.
- To provide 46 computer systems in the library to access the Internet and various E-resources.
- To provide fully computerized based various library operations and services to the users with the help Alice for window integrated library software.
- To provide facility of Exclusive rooms such as Discussion room, Idea Room, Research and publication room for the students.
- To provide facility of reading rooms.

IT Lab
Asia-Pacific Institute of Management has truly world class, campus-wide state of the art information technology tools that are designed to meet the computing and communication needs of the institute, which has a fast, reliable and rugged computer network. The institute has more than 32 laptops issued to its faculty, staff and students. To provide printing and other facilities, the institute has 47 printers and scanners. In order to facilitate proper teaching aid, all classrooms here are equipped with projectors and audio systems. Hostels are also connected through Wi-Fi. All the floors are connected through layer 2 & 3 switches to provide 1Gbps connectivity at the user end. Wireless network with 21+ access points is also enabled in the Campus.

Conference Rooms / Accommodation for Executives
Conference rooms at Asia-Pacific Institute of Management are spacious and fitted with everything which can be needed to organise or conduct a training program.

Also, if needed, the executives of Management Development Programmes and participants of other activities like Research can be provided with comfortable and well-furnished accommodations.

Cafeteria
After a busy day participating in a management development program, the participants / executives can head to the cafeteria built in the college. The cafeteria is fully air-conditioned and serves delicious breakfast and lunch. It also offers all kinds of beverages including tea, cold-drinks, etc. It stays open from 9.00am to 5.30pm on all days except Sunday.
**RESOURCE TEAM**

Dr. S.P. Chauhan is a Professor Officiating Director. He has received his Doctorate in Psychology from Panjab University, Chandigarh.

Dr. Chauhan's specific areas of interest include Personality Profiling, Professional Obsolescence, Leadership, Team Building and Group Dynamics, Emotional Intelligence, Managing Change, Developing Positive Attitude, and HR Practices. He has conducted MDPs for various prestigious organizations such as NTPC, NHPC, ONGC, EIL, NSPCL, BEL, NALCO, IOCL, NBCC, Petronet LNG Ltd, Power Grid Corporation, NDPL, Maruti Udyog Ltd., BPR&D, Whirlpool, and DCM Engineering. He has authored a book "Effective Leadership: Strategies for Better Results" and published 37 papers and articles in the well known journals.

Dr. Nidhi Maheshwari has been in the research and teaching profession for over a decade. She has completed her Ph.D. and LL.B. degree from Mohan Lal Sukhadiya University, Rajasthan. She also holds a MBA degree from Banasthali Vidyapeeth.

Dr. Maheshwari, in her training career, has organized MDPs for a large number of reputed public and private sector organisations including IFFCO, Indian Oil Corporation, National Seeds Corporation, ITDC, NHPC, NTPC, KDK Software, Shree Cement, J.K. Cement, Unitech Pvt. Ltd, Indian Aviation Academy, GAIL, Punjab National Bank, IREDA, Power Grid etc. Her areas of interest include Spirituality, Value system and Indian ethos.

Dr. Sanjay Singh has done his doctorate in the area of managerial heuristics & innovation from the Department of Psychology, University of Delhi. He has over 5 years of academic teaching and research experience at various institutions of repute including University of Delhi, Indian Institute of Technology, Delhi, etc. As a researcher he loves working at the interface where research, human behaviour and technology meet. He is also a recipient of prestigious Erasmus Mundus-WILLPower fellowship awarded by European Union.

Dr. Singh is registered professional trainer with MAXQDA, the developers of the most popular qualitative data analysis package in the world manufactured by Verbe GMBH, Germany. His areas of interest include HR/OB, Psychometry and Research Methodology.
Dr. Reema Chaudhury is a facilitator for Executive Training programmes on a range of topics on Interpersonal communication, Non-Verbal Communication & Written Business Communication, along with many other topics of Soft Skills & managerial importance. She has delivered training sessions for companies of repute like Wipro, NTPC, NHPC, IAA, GAIL, EIL, ONGC, BP&RD, PNB, SJVN (Satluj Jal Vidyut Nigam), Shree Krishna Hospital and IIPA to name a few. She has conducted various Managerial Development Programmes on topics such as Team Communication, Written Business Correspondence (E-Mails/letters/reports/proposals), Non-Verbal Communication, Presentation Skills & Body Language, Business/Corporate Etiquettes, Creative Thinking & Problem Solving Techniques & other relevant topics of organizational communication.

For her participants in Management Development programmes, Dr. Reema Chaudhury adopts the training methodology as per institutional norm, learner’s requirement and current industry training standards. She mainly uses a combination of Management and Simulation Games, Case-Based Industry Learning and Relevant Fun based exercises to illustrate the importance of how communication strategies should be evolved, ensuring that each training-activity is relevant, in terms of application beyond the training premises and actual transferability to future situations at the workplace.

Dr Sonia Munjal is an Associate Professor at Asia-Pacific Institute of Management and has her expertise in Organizational Behaviour and Human Resource Management. She has 14 Years of experience in teaching, training, administration and research with prominent organizations. She has received her Doctorate in Management from Manipal University.

She has published various research papers in national and international journals of repute, and organized various Management Development Programs for government officials and professionals from corporate, including a three months MDP for Sikkim State Civil Officials on “Induction Training Program for the new entrants”, and a Professional Management Development Program for North Eastern States with the collaboration of North Eastern Council for the Civil Officials in Gangtok. She has conducted various workshops for corporate sector like – Sheela Foams Pvt. Ltd., NHPC, Sicpa, Alkem, Zydus, Mount Distilleries etc., and Workshop on Stress Management for 200 Army personnel at 1 Headquarters, Patiala and 150 medical professional at SMIMS Gangtok. She has also worked with Sinhgad Technical Education Society (STES) as a Senior Trainer and handled live training for its six Business School. Her areas of interest are Organizational Behaviour, Organization Development, Human Resource Management and Training.
Dr. Surabhi Goyal has 21 years of experience in academia and has been teaching Marketing courses at both Post graduate & undergraduate levels. She has authored case studies and articles in the area of Consumer Psychology, Service Marketing and Market Strategy services and has extensively used them in classroom teaching. She holds a concurrent experience of 15 years in steering new initiatives and heading academic programmes in the serving institutes. In her distinguished career, Dr. Goyal has conducted high impact management development programs for the senior managers from service sector at PHD chamber of Commerce on various marketing concerns of an industry. Her areas of interest include writing case studies in the Consumers psychology, Services marketing, Social marketing.

Prof. Ritu Gupta Dutta is Associate Professor at Asia-Pacific Institute of Management. A Physics graduate from Delhi University and MBA in Marketing (Gold Medallist) from MDU Rohtak, she has qualified UGC Net and is a recipient of the prestigious Junior Research Fellowship (JRF). Ms. Ritu has over 20 years of work experience in Academics and Corporate sector.

Her wide experience across industry and academia makes her management development programs highly impactful and helps the business executives look at the big picture and take strategic decisions that help them create more value for their own careers and organisations. Her areas of interest include Marketing Management, Marketing Research, and Customer Relationship Management.

Dr Ritika Gauba is an Assistant Professor and teaches Marketing at Asia-Pacific Institute of Management. She has done her Masters in Business Administration from the University of Lucknow and her Doctorate in Management from Uttarakhand Technical University, Dehradun.

She has compared and organized a number of events for various management bodies like- All India Management Association (AIMA), Lucknow Management Association (LMA) and National HRD Network. She has also been a management trainer for various government organizations like Electricity Training Institute, SGPGI Lucknow, Army Training Institute and Institute of Corporative Management.
Prof. R.K. Srivastava is a Post Graduate in Commerce and F.C.M.A. (Fellow of Institute of Cost Accountants of India. Apart from training MBA participants, Prof Srivastava has also been associated with the Ministry of Finance, Government of India, for training civil servants who qualify the common civil services examinations conducted by the UPSC. He was last associated with the Institute of Chartered Accountants of India as a Secretary: Committee on Management Accounting and Senior Deputy Director (Board of Studies). In this capacity, he was attached to the Indian representative of the PAIB Committee, IFAC, and was responsible for all technical inputs regarding finance and accounting issues being deliberated at the global forum.

Dr. Srivastava has conducted several Management Development Programmes in the area of Finance and Accounting for senior and middle level executives of both private and public sector.

Prof. Ravinder Bhatia teaches Banking & Finance at Asia-Institute of Management. He has a rich and wide experience in banking spanning over three decades. Prof. Bhatia completed his B Com. from Panjab University, Chandigarh and secured his MBA (Gold Medallist) from R A Poddar Institute of Management, Jaipur.

He attended many training programmes conducted by IIM Lucknow, National Institute of Bank Management Pune, RBI Bankers Training College Mumbai etc. He worked as a Faculty in the Banks Training College for 6 years; he was also associated with the banks Inspection Department for around 5 years.

Prof. Abhishek Maheshwari, in his teaching career, has earned reputation as a corporate trainer and management researcher. With graduation in Commerce from CCS University Meerut, Prof. Maheshwari is M.Com and Gold Medallist in MBA (Finance) from IGNOU, New Delhi. He has completed his doctoral (Ph.D.) in Finance from CCS University, Meerut. Prof. His unique methodology clubbed with his potential to deliver has made him an energetic young entrepreneurial trainer. His areas of interest include Financial Accounting, Financial Management and Security Analysis and Portfolio Management.
Dr. Vijay Kumar Singh has completed his B. Tech, M. Tech and PhD from Regional Institute of Technology, Jamshedpur (Now NIT). He holds Black Belt in Six Sigma. He has wide experience of over 33 years in improving, institutionalizing and sustaining the efforts of improvement through Lean, Six Sigma, TQM, Value Engineering and other cost reduction techniques. He has implemented these techniques in premium industries in India and abroad viz. Tata Motors, Tata Steel, Tata Autocomp Systems Ltd. (Germany), Mahindra Forgings, Thomson Press Ltd., etc.

Mr. Singh has conducted management development programs in Tata Management Development Centre (TMDC) Jamshedpur and Ansal University, Gurugram. He has conducted MDPs on Value Engineering Appreciation at Tata Steel, Jamshedpur, Total Productive Maintenance and Lean Management at M&M, Pune, and Value Management at Ansal University and Lean Six Sigma at Ansal University, Gurugram. He has worked in very senior positions in Tata Group, Mahindra Group and Hindustan Motors. He was Director Technical Campus at KP Engineering College, Agra, Director MDP and Dean Academics at Ansal University, Gurugram, and visiting professor at Great Lake Management Institute Chennai, Symbiosis Institute of Management, Pune and Jagannath Management Institute, New Delhi. His experience has contributed by coordinating savings of millions of rupees by implementing the above techniques in the organizations. Thereby, improving productivity many fold.

Ms. Arshia Kaul is a B.Sc. (Statistics Majors) from St. Xavier's College Mumbai. She went on to do her M.Sc. in Operational Research (with computers) from St. Stephen's College, Delhi. She is an M.Phil. in Operational Research from Department of Operational Research. Pursuing her Ph.D. Operational Research with Specialization in Optimization in Marketing (Submission July 2018). She has also worked as a Junior Research Fellow in CSIR-National Institute of Science Technology and Development Studies in various research projects. Her teaching interests are in operations research, supply chain, decision science, business statistics and related fields. She has also published research papers in both conference proceedings and journals at the national and international level in the last few years.
Dr. Jitender Bhandari is UNCTAD trained economist presently working as Associate Professor in Asia Pacific Institute of Management, India. He has more than 12 years of teaching and research experience. He specializes in International Economics, International Business, Managerial Economics and other related subjects. He has earned his PhD in Economics from Kumaun University, Nainital. Dr. Bhandari has completed a Refresher Course/Training Programme on International Trade Theory and Policy-Modeling and Methodology which was under the aegis of United Nations Conference for Trade and Development (UNCTAD) (India), Department for International Development (DFID) (UK) and Ministry of Commerce (GOI) Programme, "Strategy and Preparedness for Trade and Globalization in India." In his distinguished career, he has conducted several MDPs as well including Economics for Non-Economists for middle to senior level executives and Transforming HR with Behavioural Economics for middle to senior level HR managers.

Prof. Saurabh Mittal is the Area Chairperson – IT, CSR Cell at Asia-Pacific Institute of Management, New Delhi. Prof. Mittal has 18 publications in the domain of Information Technology and Corporate Social Responsibility in the International Journals/Book Chapters/National Journals and Magazines. He has edited 8 books and is also associated with “CSR & Competitiveness” the monthly magazine published by INDIACSR Group as Sub-Editor. He has chaired various International Conferences in India and abroad and has successfully organised 6 MDPs, 10 International Conferences and 6 National Seminars in the last few years. He is the recipient of the reputed Dewang Mehta Award for Best Professor in IT Management and was the finalist of the Pearson Teaching Awards 2016 for the All India Professors in the Higher Education Sector. He has attended several corporate events organised by PHDCCI, ASSOCHAM, CII and other organisations and presented his research at various conferences. His areas of expertise include E-Business, Management Information Systems and Applications of IT in Business.