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IIM Calcutta
Senior Management Programme
Batch -17

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1 Transitioning from Functional to General Management - A Paradigm Shift

The transition from functional to general management presents the greatest degree of change in role, responsibilities, objectives and goals. It represents a quantum leap in leadership and accountability with oversight of multiple and diverse functional roles. It requires a paradigm shift in attitude, perspective, mind-set, and thought process.



Functional Management Role

- Knowledge and proficiency in area of education, training & expertise
- Narrow, practical & functional perspective
- Short-term - "can we do it" - functional strategy
- Hands-on trouble shooting & problem solving
- Competitive attitude towards peer functions
- Minimising conflict within the team; emphasising harmony & consensus



General Management Role

- Working knowledge of diverse functional areas beyond area of education, training & expertise
- Broad, enterprise wide, strategic perspective
- Longer term - "will it be profitable" - business strategies
- Trust; coaching others through crises
- Appreciation for the contributions of each area of the business/organisation
- Valuing diverse organisational viewpoints; and constructively manage differences and tension

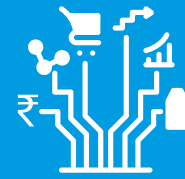
Like all transitions, successfully making the leap to a senior/general management role requires aspirants to let go of or quit using skills and values that were important to their success in their previous role but are inappropriate for the new role. It also requires them to preserve, modify, and upgrade existing skills and competencies, as well as learning and adding new skills

2 Ascending to a General Management/ Leadership Role: Essential Skills

A general management role almost always brings with it a great deal of responsibility and can involve several challenges. Success in this role can depend on the aspirant's personality and skills. Management and leadership skills are often used interchangeably as they both involve planning, decision-making, problem-solving, communication, delegation, and time management. Good managers are almost always good leaders as well.



Business/Commercial Awareness



Forward Planning & Strategic Thinking



Organisation & Delegation



Time & Resource Management



Problem Solving & Decision-Making



Self-Awareness & Emotional Intelligence



Communication & Motivation



Guidance & Mentorship

3 Benefits of Advanced Management Education

Management education helps overcome an inertial career and accelerates career development. A contemporary general management education can help senior executives acquire a strategic perspective, gain relevant knowledge, develop new skills, forge stronger relationships and foster creativity and self-confidence. This will help them leverage new opportunities and create exceptional value for their organisations.



Transformative Learning
Fresh perspective, strategic insights, innovative thinking



Enhanced Business Acumen
Cross-functional understanding & competencies



Leadership Skills
Self-awareness, team-building, conflict management



Managing Change
Disruption, adoption, sustainability



Cultivating Executive Presence
Communicate, inspire, mentor



Creating Value
Integrate functions, apply tools, implement solutions

4 Senior Management Programme

To be a part of senior management, managers need to inculcate leadership qualities like envisioning the future, taking a macro view of the business landscape, and developing a strategic mindset.



Programme Overview

The Senior Management Programme (SMP) is IIM Calcutta's longest-running, flagship management development programme running continuously for the last 16 years, a feat unmatched by any of its peers.

The oldest such programme in the country running its 17th Batch, SMP is a one-year immersive management education programme designed specifically for senior executives to:

- (a) Equip them with analytical skills
- (b) Enhance their existing functional competencies; and more critically,
- (c) Transform them into strategic leaders.

Delivered through a cutting-edge online Interactive Learning (IL) platform, the programme comprises of interactive learning modules along with 10 days of in-Campus sessions at IIM Calcutta.

The Programme has been designed keeping in mind Senior and Middle-level managers with more than ten years of work experience. The Programme will be most useful for managers newly taking on (or likely to take on) senior management responsibilities, and for senior functional managers moving to general management roles. Practicing senior managers who wish to update themselves on contemporary management principles will also find this programme relevant.

5 Programme Highlights



17th Batch of SMP - IIM Calcutta's flagship general management programme for senior managers



The oldest Leadership Development Programme in the country for senior managers



Specifically designed for working executives to access learning from their location of work/stay through an interactive learning platform



Unique and most balanced blend of diverse pedagogical tools amongst peer institutions for similar programmes



Three-hour sessions held once a week besides 2 In-Campus modules



IIM Calcutta Certification and Executive Education Alumni status in the largest Alumni network (2,500+ SMP Alumni) among peer institutions in India

6 Programme Curriculum

The programme covers thirteen modules that expose participants to contemporary macro perspectives as well as functional knowledge to enhance their strategic decision-making capabilities.

Perspectives

This is designed to provide participants an overall background on macro trends (Economic, Political, Technological) shaping the business environment across the country and in the global context.

1. Business, Government & Society
2. Global Political Economy
3. Market Economies and Macroeconomic Policies
4. Digital Transformation

Functional Competencies

This is designed to provide participants an overall background on macro trends (Economic, Political, Technological) shaping the business environment across the country and in the global context.

1. Achieving Operational Excellence
2. Legal Aspects of Business
3. Managing Human Resources
4. Quantitative Tools for Decision Making
5. Financial Reporting and Analysis
6. Corporate Finance and Financial Markets

Competition, Strategy and Leadership

These modules are aimed at providing an integrated understanding of functional competencies and applying them in the global and national context in a competitive landscape.

1. Developing a Strategic Marketing Plan
2. Developing Organisational Leadership
3. Developing a Strategic Mindset

7 On-Campus Sessions

The face-to-face campus sessions may include topics of contemporary relevance like Business Communication as a Competitive Tool; Conflict and Negotiation Skills; Business Analytics and its Applications; Industry 4.0; Being a CEO; Journey as an Entrepreneur; Building Sustainable Value; Public-Private Partnerships etc.

Pedagogy



The programme will ensure an immersive learning experience through a unique blend of diverse pedagogical tools most suitable for each module.

- Lectures
- Case studies
- Role-plays
- Games & Simulations

8 Programme Delivery

- Hybrid mode of delivery with two in-campus modules and the rest delivered in a synchronous learning mode via a studio infrastructure
- Two in-campus modules of total 10 days at IIM Calcutta campus
- The synchronous learning classes will be held over three-hour sessions, once a week

Class Schedule

The programme will be conducted over a period of 1 year with classes held once a week.

Sundays: 9:00 a.m. to 12:00 noon

Evaluation Methodology

- Evaluation methodology includes written tests, assignments, online examination, quizzes etc.
- Evaluation method to be chosen by faculty members teaching respective courses

Eligibility Criteria

Working managers with an experience profile of ten years or more, who are graduates (10+2+3)/post graduates in any discipline with at least 50% marks.

Due to COVID-19, Government has advised against all kinds of public gathering till further notice. For us, safety of our learners is important and hence the programme will be delivered over Direct-to-Device platform i.e. (D2D) where you can access online interactive lectures which will get delivered on your desktop/laptop/mobile. Once the situation improves, the programme shall then be delivered at our designated Centres.

9 Certification

Candidates will successfully complete the programme if they have received Poor grades in not more than two courses. Successful candidates will receive a Certificate of Completion from IIM Calcutta.

Those with requisite participation but unable to complete successfully, will receive a Certificate of Participation.

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

It will be mandatory for participants to attend all campus visits for the successful completion of the programme.



10 Programme Fee

Particulars	Domestic	International
Registration Fee	INR 14,000	INR 16,500
Processing Fee	INR 20,000*	INR 20,000**
Programme Fee	INR 5,63,000	INR 7,04,000
Books/Study Material Fee	Included in the fees	Included in the fees
Campus Visit charges for on campus stay	INR 80,000	INR 80,000
*Total Fees	INR 6,43,000	INR 7,84,000

Note:

*(Processing fee contains INR 14,000 towards registration fee & INR 6,000 towards the total course fees. Processing fee of INR 20,000 is refundable in case the participant's profile is rejected by IIM Calcutta)

** (Processing fee contains INR 16,500 towards registration fee & INR 3,500 towards the total course fees. Processing fee of INR 20,000 is refundable in case the participant's profile is rejected by IIM Calcutta)

Please note the intake for the programme is 150. IIMC can accommodate only 100 participants for the stay in campus and it will be allocated on first cum first serve basis, remaining 50 participants have to stay outside of the campus and they will have to make their own arrangements.

*** Off-Campus Stay:**

- Candidates will have the option of making their own stay arrangements during the campus modules
- They will be required to opt for this option at the time of registering for the programme. No change will be allowed later.
- The campus visit fee for participants staying off campus during the campus modules will be INR 5000/- per day plus GST. Total Amount to be paid: Rs. 50,000+GST

Collection of Fee:

GST Additional of 18%

Fees is collected in name of BCCL(TPL)

Installment Schedule for Programme Fees for Domestic Participants

Particulars	Inst 1		Inst 2	Inst 3	Inst 4	Inst 5
Date	At the time of registration	Within one week of offer letter rollout date	10 th Jan 2021	10 th Mar 2021	10 th May 2021	10 th Aug 2021
Amount (INR)	6,000	54,000	1,25,000	1,30,000	1,35,000	1,13,000

Installment Schedule for Programme Fees for International Participants

Particulars	Inst 1		Inst 2	Inst 3	Inst 4	Inst 5
Date	At the time of registration	Within one week of offer letter rollout date	10 th Jan 2021	10 th Mar 2021	10 th May 2021	10 th Aug 2021
Amount (INR)	3,500	76,500	1,60,000	1,60,000	1,50,000	1,50,000

11 Instalment Schedule for Campus Fee

Particulars	Campus Visit 1	Campus Visit 2
Date	To be paid 45 days prior to campus scheduled date	
Amount to be paid in case of opting in-campus stay	INR 40,000 + GST	INR 40,000 + GST
Amount to be paid in case off-campus stay	INR 25,000 + GST	INR 25,000 + GST

Important Dates

Application Closure Date	18 th October 2020
Date of 1st Installment	1 st November 2020
Dates for 1st Campus Visit	TBD
Academic Orientation Dates for online class start	8 th November, 2020
Programme End Date	November 2021

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12 About IIM Calcutta

Spread across 135 acres, IIM Calcutta was the first Indian Institute of Management to be established in 1961. Worldwide, the Financial Times has ranked IIM Calcutta #23 in its master's in management Ranking 2018 and #49 in its Global MBA Ranking 2019.

In India, IIM Calcutta was ranked #3 among management schools by the National Institutional Ranking Framework (NIRF) in 2018 and #34 overall. It was also ranked #2 by Business Today's 'India's best B-schools 2017' and by Outlook India's 'Top 100 Management Schools' of 2017.

IIM Calcutta is the first and only triple accredited management school from India (and one amongst 86 such business schools globally) to have accreditation from Association to Advance Collegiate Schools of Business (AACSB), European Quality Improvement System (EQUIS) and Association of MBAs (AMBA). It is also the only Indian business school that is a member of the Global Alliance in Management Education (CEMS).





About Times TSW

The Second Wind (TSW) is an initiative by Times Professional Learning for working professionals who are keen to hone their skills to add value to their work for a more rewarding career. TSW's passion for excellence and a brief that "Executive Education Empowers" works hand-in-hand with the organization's aim to impart knowledge to business professionals nationwide.



About Times Group

The Times of India Group began its operations in the year 1838 and is India's oldest and largest media house. The Times of India, is the World's largest-selling English newspaper, with over 5 million copies sold daily.

The Economic Times is the World's 2nd largest English business newspaper second only to The Wall Street Journal, with over 800,000 copies sold daily.

The Group is also amongst India's most diverse media houses with assets across Publishing, Radio, TV, Out of Home (OOH) and Online Media.





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