

# **3-Tier Programme: Tier II** **Senior Leaders' Programme**

## **INTRODUCTION:**

### **The 3-Tier Concept**

The 3-Tier Programme (3 TP) is one of flagship executive courses designed, developed, and offered by IIMA with following management philosophy:

1. Managerial effectiveness is enhanced if managerial competence and skill development activity is viewed in the perspective of the entire organization.
2. Organizational growth and development is facilitated if executives are exposed to learning opportunities and experiences that simulate activities and responsibilities of teams in organizations.
3. Process of change is accelerated and sustained when interventions on managerial skills are initiated simultaneously at several levels.
4. Potential for development and up gradation of human resources is considered a critical factor for an organization in the long term.

Operationally, 3-TP is a set of three executive programmes designed to meet the developmental needs of middle, senior, and top executives of medium and large organizations.

The 3-Tier Programmes which have been offered 57 times in the past have so far attracted over 10,510 participants from public, private, and government sector organizations.

### **Tier II: Senior Leaders' Programme**

This programme is positioned at a “tactical level” and meant for functional/domain heads and general managers who are involved in both strategy formulation and execution.

### **Objectives:**

The objectives of the programme are to:

1. Help participants in developing an outlook of a strategic business unit head that requires integration of an organizational strategy with functional strategies in various areas of management.
2. Sensitize participants to key contemporary concern areas like globalization of business, managing ambiguity and talent retention.
3. Enable participants to view various functions of management in today’s rapidly changing global economy.

The programme emphasizes the problem-solving approach through the dominant pedagogy using “Case Method of Learning.” The approach involves defining problems, specifying objectives, generating criteria, developing options, and choosing the best alternative in an uncertain environment.

Additionally, the programme develops leadership skills of coordination, motivation, and inspiration and suggests measures of monitoring and controlling processes and functions.

## Content:

The programme is divided into several interdependent modules each of which focuses on a different aspect or a function of management from a senior management perspective. The programme concludes with an integrated exercise requiring participants to apply their learning from the modules to a real life situation.

## Modules

### **Business Analytics**

1. Using analytics to deliver better value
2. Making business decisions using analytical tools

### **Corporate Finance**

1. Understanding corporate investment
2. Making financial decisions

### **Corporate Governance**

1. New trends for better governance
2. Role of the Board in governance

### **Corporate Strategy**

1. Managing growth and diversification
2. Mergers, acquisitions and valuation
3. Tracking organisational performance through
4. Performance Management Systems

### **Decision Analysis**

1. Problem structuring and analysis
2. Dealing with uncertainty

### **Economic Environment and Policy**

1. Framework for understanding the macroeconomic environment
2. Elements of fiscal and monetary policies

### **Financial and Cost Accounting**

1. Analysis of financial statements
2. Costing for managerial decisions

### **Human Resource Management**

1. Emerging trends in human resource management
2. Managing human resources for enhancing performance

### **Information Systems**

1. IT as an enabler for modern business
2. Strategic IT

### **Legal Aspects**

1. Contracts
2. Dispute resolution
3. Intellectual property

### **Managerial Communication**

1. Upward, downward and lateral communication
2. Managing meetings

### **Marketing Management**

1. Customer value creation
2. Product market choice imperatives

### **Operations Management**

1. Organising operations for efficiency and effectiveness
2. Quality management and assurance

### **Organisational Processes**

1. Management of change

2. Managing competencies
3. Leadership and team building

### **Risk Management**

1. Understanding the role Risk Management in modern business
2. Assessing Risk
3. Opportunity Engineering

## **Target Audience:**

This programme is designed for senior management professionals of medium to large public and private sector organizations with more than 10 years of managerial experience. The participants are either in general management positions reporting to the top management or are groomed to occupy such positions or are currently heading a functional department.

## **Pedagogy:**

A mix of pedagogical tools will be used — cases, lectures, self-reflection sessions discussions, presentations, audio-visuals, and experiential exercises. A typical day will include about four hours of classroom sessions and about six hours of group work and preparation for classroom discussions.

IIM, Ahmedabad provides an excellent learning ecosystem which includes diversity among the programme participants, faculty, and student community residing in the campus. Campus activities involve regular research seminars, discussion groups, distinguished speaker series and action research / experiential learning initiatives. The learning environment is supplemented by the library, information technology infrastructure, and opportunities for recreation.

## **Venue and Accommodation:**

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus.

**IIMA norms do not allow participants to have guests stay with them during the programme.**

**FEES:** As approved by Government of India

**Contact:** For additional information and assistance, please contact:

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**Alumni Association:**

Please note that participants who are attending short duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of Rs.10,000/-.

**KasturbhaiLalbai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio - visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.