

# PROGRAMME BROCHURE

## Managerial Excellence Programme (Design: 2 days Classroom Intervention)

Management Development Program for the chosen cohort for mid-level  
Retail Managers

| Personal & Managerial Excellence | Synergy |  
| High Performance Team Development | Conflict Handling |  
| Dynamic situation Leadership |



### Centre for Executive Education

NMIMS University  
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Sahar Road, Sahar, Andheri (E), Mumbai – 400099  
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## Learning Goals

The outcomes targeted by the program are: Self, Team, Leadership and Managerial Excellence in Management

1. **Self-Management of Managers:** Enabling participants for big picture thinking, managing market and business dynamics, seizing business opportunities and driving value and come out with managerial oriented solutions.
2. **Team Management of Managers:** Enabling participants for building a second line of defence, guiding and supporting teams, networking, managing conflict, comprehend and imbibe people management skills to bring in synergy and develop their teams into a High-Performance Team in Projects.
3. **Change Management:** Enabling participants for understanding the concepts of VUCA, Change Management and the process for managing change.
4. **Agile Mind-set:** Embracing change and maintaining a positive outlook in complex and uncertain environments and having a visionary and forward-thinking approach to drive business solutions.
5. **Entrepreneurial Behaviours:** The participants should be competent in conducting effective feedback sessions, identifying efficiencies and challenging the status quo, encouraging outside-of-the-box thinking and collective problem-solving, maximizing existing resources, and inspiring the "why" behind actions.
6. **Future Skills:** The managers should be prepared for coaching the transition from empathy to selling, to excel in coaching techniques to sustain longer call times through dynamic storytelling, identifying small and large details that enhance engagement quality and leading purpose and passion discussions, and be skilful in implementing situational leadership.
7. **Result & Execution Leadership:** Enabling participants for operational excellence, delivering exceptional results, imbibing a culture of “first time right”, learning and adopting to new situations and tackling challenging goals with tenacity.

## **High-Level Program Content & Structure**

The program content is designed to focus on developing business and functional skills and the managerial confidence to integrate functional management disciplines to deliver business outcomes as appropriate to their roles today and in near future. In view of the experience level of participants, the program shall stress real-world management challenges through use of case-studies, workshops, reflections, critical analysis and discussion rather than theoretical lectures.

This will allow participants to engage the faculty and each other to unlearn previous mind-sets and behaviors adequately and to learn new behaviors and ways of thinking appropriate to financial management personas.

### **Discovery Session**

1. Meet with some participants – understand their perception of needs & day to day challenges; understand analytical skill-set, industry and managerial exposure;
2. Meet with Dept. heads – understand their & organization’s business needs vis a-vis their teams; overall team challenges & development opportunities, targets vs. results;
3. Outcome to be documented, agreed upon as development areas and used during session planning and delivery.

### **Faculty & Facilitators**

Faculty will be chosen for prior experience teaching & facilitating learning for experienced participants. Faculty will comprise NMIMS faculty who are specialists (PhD from India, overseas; Industry Renowned) in general management & relevant disciplines as per profiles below:

1. Ph.D. in respective disciplines
2. Senior faculty, currently teaching, conducting industry research in respective management discipline
3. Specialized General Management faculty will be involved to ensure primary program objective is achieved
4. Experience conducting industry, executive education programs for experienced profiles

**Tentative Faculty Profile:**

1. Dr. Hema Bajaj: <https://sbm.nmims.edu/faculty-hema-bajaj>
2. Dr. Veena Vohra : <https://sbm.nmims.edu/faculty-veena-vohra>
3. Dr. Madhavi Gokhale: <https://sbm.nmims.edu/faculty-madhavi-gokhale>
4. Prof. Ritesh Haldankar: <https://sbm.nmims.edu/faculty-ritesh-haldankar>
5. Dr. Geeta D'Souza: <https://sbm.nmims.edu/faculty-geeta-dsouza>
6. Dr. Bijayinee Patnaik: <https://sbm.nmims.edu/faculty-bijayinee-patnaik>
7. Prof. Papiya De: <https://sbm.nmims.edu/faculty-papiya-de>
8. Dr. Satish Kajjer: <https://sbm.nmims.edu/faculty-satish-mk>
9. Dr. Alaknanda Menon: <https://sbm.nmims.edu/faculty-alaknanda-menon>
10. Dr. Sayantan Khanra: <https://sbm.nmims.edu/faculty-sayantan-khanra.php>
11. Dr. Arun Sharma: <https://sbm.nmims.edu/faculty-arun-sharma>
12. Dr. Tohit Kachwala: <https://sbm.nmims.edu/faculty-t-t-kachwala>
13. Dr. Sachin Mathur: <https://sbm.nmims.edu/faculty-sachin-mathur>
14. Dr. Chandan Dasgupta: <https://sbm.nmims.edu/faculty-chandan-dasgupta>

## **Recommended Programme Architecture:**

- **Course Fees: 20,000 + 18% GST / Participant**
- **MDP as Master Class, Case Study Workshops, Exercises**
- **2 days/ 8 sessions of MDP**
  - **Carryover Exercises through Asynchronous and Synchronous Engagement and Action Learning Projects**
- **Mode: Classroom based training intervention with Action Learning Projects**
  - **Action Learning Projects:** Participants take up one topic to implement in their area of work, within a month and present it to their managers
  - **Classroom-based Training:** At NMIMS, Mumbai or at a venue finalized by RAI
  - **Total No. of Sessions:** 8 sessions, each session of 90 minutes each
- **Design of Delivery: 2 days, classroom-based intervention**
- **Pedagogy**
  1. Pre Reads and Post Reads before and after every session
  2. Case Study analysis
  3. The classroom sessions become interactive, extremely engaging and of high impact due to the usage of:
    - a) Polls/ Quizzes
    - b) Group Discussion
    - c) Facilitator-led and Question-based Discussion
    - d) Breakout Rooms
    - e) Workshops
- **Assignments & Action-Learning Projects (if required):** It would be ideal if they are allowed to work on a meaningful and important work situation/challenge that is selected by their department heads on Behavioural aspects

## **1. Program objectives:**

- Enable creation of Senior line of leadership.
- Build Higher order managerial skills to become effective as people leader.
- Build, develop and manage High Performance Team
- Effective interpersonal communication – with Team and Stakeholders

## **2. Scope of the intervention, topics of coverage:**

### 1. Effective Communication:

- Managing difficult conversations
- Communicate effectively for results without being negative
- Handling conflict
- Prioritizing of task, improve on multitasking skills to achieve higher potential

### 2. Strategic Communication and communication with senior leadership.

- How to interact with CXO layer - Executive presence

### 3. Leading, Managing and Developing People

- Managing large teams and creating hi-performance teams
- Demonstrate skills of a great team player
- Delegating work and holding team accountable
- Handling pushback and demonstrating strong leadership traits
- People Management and leadership
- Focus on your own responsibility while working with others
- Growth Mind set
- Self-belief and confidence

### 4. Using Emotional Intelligence

### 5. Managing Stress and Conflict

- Managing the temperament of internal and external stakeholders under stressful conditions
- Handling conflict

### 6. Leading Innovation and Change.

- Change management: Understanding change management cycle, needs to embrace change well move from resistance to acceptance
- Change Management – steps, process, methods, Rosa Beth Kantor steps for change management, case studies in Change Management (IBM and Lou Gerstner)
- VUCA
- Handling ambiguity

### 7. High stakeholder management

### 8. Decision making Skills

## BROAD MDP ARCHITECTURE: MANAGERIAL EXCELLENCE PROGRAMME

**Objective:** Participants should develop understanding concepts in people management skills and developing the team into a High Performance Team.

PDC DAY	D.C. PROCESS SKILL	SESSION 1	SESSION 2	SESSION 3	SESSION 4	<i>Quo Vadis?</i>
DAY – 1 in Month 1	<b>Managerial Excellence</b>	Self-Understanding, Blind Spots through Johari window, Personal Improvement Plan	Roles of a Manager Arena of Control and Influence Belbin Roles	Conflict Handling	Negotiation Skills	Learning Recap Carryover Exercises
DAY – 2 in Month 1	<b>Dynamic Situational Leadership</b>	Dynamic Situational Leadership Styles, Tools & Personal Improvement Plan	Giving & Taking Corrective & Constructive Feedback - BIC Model of Giving Feedback	Transactional Analysis and Emotional Intelligence	Team Dynamics, Synergy, Collaboration High Performance Team Development (Workshop mode)	
<b>ACTION LEARNING PROJECT (ALP)</b>		A participant is encouraged in the coming two months the following: ALP Articulation: To pick any one topic and commit to implement/apply in the workplace with SMART goals ALP Implementation: To implement the ALP in the workplace through SMART principles ALP Presentation: Present to Senior Managers on the ALP applied, and the learning				

## CARRY OVER EXERCISES AND ENGAGEMENT THROUGH SYNCHRONOUS AND ASYNCHRONOUS LEARNING

## Why choose Management Development Program from NMIMS Centre for Executive Education?

### 1. Organizational consulting

We help you identify and solve critical and strategic challenges in your organization. Our custom approach enables us to partner with you to identify your individual and organizational needs. To make the most of your time, before the program we assess your capabilities with our “Design and Discovery Phase” and incorporate these findings into programme architecture. We follow up with you after your program with action plans, peer learning groups, and coaching to ensure that what you learn is applied in the workplace, maximizing your personal

### 2. Real-world experience

You may simply want a short-term solution, such as a customized open program. Alternatively, you may be looking to invest in a strategic relationship to deliver a multi-layered talent development program. We are pragmatic in our approach and flexible in our offering. Clients’ benefit from a team working closely with them, from design through to delivery and evaluation.

### 3. Real-world wisdom and impact

Clients value that our faculty understand the real world—and the critical contextual variation across industries, regions, cultures, and business models. Our philosophy is to understand and work alongside you. Our faculty members have strong academic credentials and have had successful careers in international business. The value of a custom program is the impact it has on your organization, team, or individual learning and behaviour. We focus on results and impact. This is why our practical and experiential approach is so valued by our clients. As a fundamental principle, you can expect more time dedicated to experience and application than input.





## **About Retailers Association of India (RAI)**

### **Who We Are**

Retailers Association of India (RAI) is the unified voice of retailers in India. A not-for-profit organization, RAI works with all stakeholders for creating the right environment for the growth of modern retail industry in India. We encourage, develop, facilitate and support retailers to modernize and adopt best practices that will delight customers.

### **What We Do**

RAI is a strong advocate for retailing in India and works with all levels of government and stakeholders. Our charter is to support employment growth and career opportunities in retail, to promote and sustain retail investments in communities from coast-to-coast, and to enhance consumer choice and industry competitiveness. RAI also provides its members with a full range of services and programs including education and training, benchmarking and best practices, networking, Policy advocacy, and industry information.

Thus, RAI is the lead trade association representing an entire gamut of retailers, from chain store retailers and department stores through to independent emerging retailers, selling a wide selection of products across cities, towns, rural and virtual stores.

## **NMIMS Centre for Executive Education**

Our Centre for Executive Education develops executive education programs designed to provide cutting-edge management learning to upgrade management and leadership skills and develop high potential managerial talent to lead global organizations in an increasingly complex world. The programs focus on thinking differently, looking at your business and operating context in new ways and relentlessly questioning and challenging situations and yourselves. Our programs are designed carefully to stress the practical aspects and challenges of today's workplace over academic theoretical concepts.

NMIMS School of Business evolved from the need for a world class business school based in the commercial hub of Mumbai and is committed to creating management leaders through innovative programs, outstanding faculty and thought leadership.

Our parent body, Shri Vile Parle Kelavani Mandal has been committed to the cause of education for the last 75 years with institutions in primary, secondary and higher education in Management, Technology, Commerce and Economics, Arts and Science. Narsee Monjee Institute of Management Studies was declared Deemed University in 2003 under section 3 of the UGC Act 1956.

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