



**Institute of Rural Management Anand**

## **Strategic Management of 'Working Capital' - With Real Life Simulations**

July 25-28, 2017

Programme Co-ordinator: Prof. Girish K. Agrawal

### **Objective**

Finance controllers often face conflicting choices while allocating capital for different growth options, including those that affect size of working capital. The implications of different short term actions may not be clear to managers in sales, operations or other functions and it, therefore, falls on finance controllers to develop planning tools to advise line managers to optimize capital allocations in sync with firm mission/objectives in absence of which firm may be building a 'Bridge on the River Kwai', synonymous with standing still or destroying value than otherwise. The programme aims to reinforce strategy and financing tools and technique to address the requirement.

### **Coverage**

The programme is aimed at sensitizing different line managers towards medium and long term financial implications of different functional activities like growing sales through a particular channel/customer, optimizing product portfolio, tightening credit terms, investing in repairs with efficiency enhancement, etc. and synchronizing funding from various sources for medium term for any and all activity options in different functions.

The programme aims at building a unified approach to financial decision-making which encompasses all functions in organization thereby synchronizing strategy for expected or designed outcomes. The programme coverage includes:

- ◆ Valuation techniques particularly DCF
- ◆ Ascertaining financial implications of functional activity choices
- ◆ Working capital management
- ◆ medium and short term capital budgeting options
- ◆ evaluation of functional choices for firm objectives and value while synchronizing funding options

## **Pedagogy**

Theoretical and case situations, including participant based real life scenarios shall be reinforced through computer based simulations in which participants would be able to choose functional alternatives and see effect on capital and firm value. Finally, they will get to learn interaction between funding choices made for medium term and effect of functional choices in firm value.

Such interaction would train managers from all streams to appreciate value of activities which are often perceived in functional silos but strategically linked and take actions that will contribute to creating firm value rather than destroying value like 'A Bridge on the River Kwai'.

## **Who Should Attend**

Managers from all functional areas, entrepreneurs, FPO promoters, and person responsible for organization planning for medium and short term

## **Programme Fee**

The programme fee is INR 31,000/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## **Refund Policy**

In the event of cancellation on part of the organization/participant, the cancellation charge will be 10% of the fees paid. If a programme is cancelled by IRMA due to any unforeseeable reasons, the participants will be informed via e-mail, phone, or fax. Full fees will be refunded to the payee. IRMA will not be liable for other expenses incurred by the organization or the participant.

***Deadline for Confirmation of Participation: July 15, 2017***

## **Contact Details**

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Institute of Rural Management Anand

# Supply Chain Analytics

July 26-28, 2017

Programme Co-ordinator: Prof. Shivshanker Singh Patel

## Objective with related Contents

### ***1. Dynamic Demand Forecasting***

The buying behavior of target market segments is always focused on manager's interest. The historical demand data plays an important role as demand predictors. But, in today's competitive dynamic environments, just historical data is not sufficient. It is necessary for the knowledge to be extracted from historical demand data through ***time-series-based forecasting techniques*** by the relationships between business and environmental variables.

### ***2. Local and Aggregate Demand Models***

In supply chain planning, a precise analysis of the business variables such as cross-product consumption patterns, price, promotion, competition, and assortment. And, environmental variables such as income, economic growth, unemployment, demographics, as well as other socioeconomic variables. These variables can predict at the point of sale, but the effect of some of these local variables may be obscured at the aggregate level. Therefore, demand forecast by building models on aggregate data, as the combination of point-of-sale is considered to be good modeling approach.

### ***3. From Supply Chain to Demand Chain Management***

The utilization of the sensible relationships that are found in data analytics with the help of predictive models. The execution of supply chain management activities relies on adequate requirements planning of capacity, workforce as well as components and raw materials. In this section, development of operating plans on the optimization models. This will optimize costs of the workforce, inventories and capacity, but also the integration of comprehensive business decisions such as pricing, advertising, and promotion; the most effective operating plans need to manage both the supply and the demand in the value chain.

## Programme Outcome

At the end of this programme, participant will be able to:

- ◆ Understand the process and data required for analyzing the different types of data operations and supply chain management.
- ◆ Understand the tradeoffs involved in aggregate supply chain planning and be capable of using linear programming to optimize supply chain management.
- ◆ Be able to isolate business and economic variable with predictive value for the preparation of demand forecasts using time series method.
- ◆ Be able to use statistical techniques to incorporate historical data with other business and environmental variables to prepare dynamic forecasts.
- ◆ Understand the costs and benefits of shaping demand and be able to combine pricing, advertising and other interventions in the optimization production and distribution in supply chains.

## Pedagogy

1. The theoretical knowledge about basics of supply chain management.
2. Applied significance of data analytics techniques with the help of examples and cases.
3. Hands on experience

All the topics will be covered by lectures slides with rich supporting study materials from various sources.

## Who Should Attend

1. Mid-level manager dealing with supply chain management and related data
2. Basic knowledge of MS-Excel

## Programme Fee

The programme fee is INR 22,500/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## Refund Policy

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# **Training of Trainers to Enhance their Effectivity in Training Others**

August 1-4, 2017

Programme Co-ordinator: Prof. Hitesh Bhatt

## **About the Programme**

More and more organizations wish to develop in-house training modules for their employees and train them through their own staff members. They, in turn, train tens of hundreds of employees in the organization, so that they all work effectively to meet the organizational goals. The other alternative for this is to engage professional trainers from outside and that becomes expensive and variation creeps in owing to differences in training imparted to different groups of people by external resources. Moreover, the in-house trainers can bring in the internal and related context with more clarity. However, this requires that an organization is able to develop right training modules and also train their in-house trainers effectively. This training programme will also be very useful for faculty members of various institutes, NIRD, SIRDS, and colleges involved in training activities.

## **Objectives**

This programme will help an organization to develop relevant training modules and develop in-house trainers who can effectively train others in the organization. This programme will also help various institutes in developing trainers who can train more people at various levels of diverse organizations.

## **Benefits of the Programme**

It is expected that the participants, after returning back to their workplaces, will have a better idea of developing in-house training modules which will impact the skills sets and knowledge sets of the employee, of an organization, positively. They will be able to develop relevant teaching material and become effective at handling training session.

## **Contents**

- ◆ Understanding the needs of skill-sets and knowledge-sets for various roles in organizations
- ◆ Understanding the gaps of the above-mentioned that need to be filled through training programmes

- ◆ Developing area-wise training modules to fill the above-mentioned gaps
- ◆ Developing schedules, contents, pedagogical tools, and locating resource persons to conduct these training modules
- ◆ Training the trainers in delivering effective programmes leading to value addition for the organization
- ◆ Learning to take feedback and improving the training programmes on a continuous basis

### **Pedagogy**

Interactive classroom lectures, sharing of experiences and discussions in the class, case studies and relevant video clips will be used.

### **Who Should Attend**

Officers from the department of HRD and other departments of an organization, who are involved in developing various training modules for their employees along with persons allocated to conduct training programmes within the organization. Faculty from institutes like State Institute of Rural Development (SIRD), National Institute of Rural Development (NIRD), other Post-Graduate Institutes & Colleges, NGOs, Government Organizations, Grassroots organizations, Co-operatives, Manufacturing and Service Organizations.

### **Programme Fee**

The programme fee is INR 30,000/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

### **Refund Policy**

In the event of cancellation on part of the organization/participant, the cancellation charge will be 10% of the fees paid. If a programme is cancelled by IRMA due to any unforeseeable reasons, the participants will be informed via e-mail, phone, or fax. Full fees will be refunded to the payee. IRMA will not be liable for other expenses incurred by the organization or the participant.

### **Resource Persons**

Prof. Hitesh Bhatt  
Prof. Madhavi Mehta  
Prof. SN Biswas

***Deadline for Confirmation of Participation: July 20, 2017***

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# Data Analysis of Surveys

August 8-10, 2017

Programme Co-ordinator: Prof. Preeti Priya

## About the Programme

There is an increasing demand for current and detailed demographic and socio-economic data for households and individuals in developing countries. Such data are considered as indispensable in economic and social policy analysis, development planning, programme management and decision making at all levels. Consequently, surveys generate important indicators to inform and monitor development policies. The training programme as the title suggests, intends to provide you the state of the art knowledge on several important aspects of conducting household surveys including sample design, survey implementation, non-sampling errors and analysis of survey data. During this programme, the endeavour would be to share analytical tools and techniques to make data “talk” while not losing track of simplicity.

## Objectives

The programme would provide a methodological framework for important design consideration and statistical analysis of survey data and would cover:

- ◆ Sampling Issues for Surveys
- ◆ Questionnaire Design for Surveys
- ◆ Classifying and Measuring Data
- ◆ Organizing Data
- ◆ Tabulating, Charting, and Graphing Data
- ◆ Descriptive Statistical Analysis of Data

## Benefits of the Programme

The programme will develop skills in the participants to design household surveys in an efficient and reliable manner and to allow users to make greater use of survey generated data.

## Contents

- ◆ Sampling Issues for Surveys
- ◆ Questionnaire Design for Surveys
- ◆ Classifying and Measuring Data
- ◆ Organizing Data
- ◆ Tabulating, Charting, and Graphing Data
- ◆ Descriptive Statistical Analysis of Data

## Pedagogy

The programme will be conducted through interactive sessions, case analysis, and group exercises. Computer exercises and hands-on exposure to the most widely used data analysis software – SPSS – would help participants grasp the nuances of data analysis.

## Who Should Attend

This programme intends to benefit development professionals from NGOs, donor agencies, cooperatives, government departments, academics and others, who are concerned with either design & implementation of surveys or they are consumers of survey data.

## Programme Fee

The programme fee is INR 22,500/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## Refund Policy

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## Resource Persons

Prof. Preeti Priya

Prof. Anand Venkatesh

***Deadline for Confirmation of Participation: July 31, 2017***

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# Inventory Management

August 10-11, 2017

Programme Co-ordinator: Prof. Pratik Modi

## About the Programme

Inventory management is the process of ensuring that a company always has the products it needs on hand and that it keeps costs as low as possible. Inventories are company assets that are intended for use in the production of goods or services made for sale, are currently in the production process, or are finished products held for sale in the ordinary course of business. Inventory also includes goods or services that are on consignment (subject to return by a retailer) or in transit. Inventory management is a key component of cost of goods sold and thus is a key driver of profit, total assets, and tax liability. Many financial ratios, such as inventory turnover, incorporate inventory values to measure certain aspects of the health of a business. For these reasons, and because changes in commodity and other materials prices affect the value of a company's inventory, inventory management is important.

Inventory management is also a key part of managing a company's supply chain. Buy too much stuff, and a company can end up paying more for warehousing, insurance, shipping, and other services related to obtaining and maintaining inventory. All of these affect the bottom line. Finding the best way to buy, store and move inventory can make the difference between profits and losses for many companies.

In order to provide an experience of the problems faced in managing optimal levels of inventory in a supply-chain, we will be playing a simulation called Beer (Cheese) Game. It helps managers experience and understand one of the important causes of poor customer service, huge inventory pile ups at various levels of the supply chain, increased logistics cost for the company and stock-outs: the Bull-whip effect. The participants will learn about the practical and directly applicable methods of reducing the Bull-whip effect, and thereby, reducing the inefficiencies from the supply chain.

## Programme Outline

### Day-1

- ◆ Trade-offs of inventory
- ◆ Categorization of inventory
- ◆ Inventory decision making through application of (a) fixed quantity model or (b) fixed period model
- ◆ Relationship of inventory with supply-chain management

### Day-2

- ◆ Bull-whip effect game
- ◆ Debriefing the game
- ◆ Re-entry plan

## **Pedagogy**

Participants will learn through exercises, games, discussions, and lectures. The activities are designed to facilitate greater absorption of the selling skills.

## **Programme Fee**

The programme fee is INR 16,000/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## **Refund Policy**

In the event of cancellation on part of the organization/participant, the cancellation charge will be 10% of the fees paid. If a programme is cancelled by IRMA due to any unforeseeable reasons, the participants will be informed via e-mail, phone, or fax. Full fees will be refunded to the payee. IRMA will not be liable for other expenses incurred by the organization or the participant.

## **Resource Persons**

**Prof. Pratik Modi** is an Associate Professor of Marketing at the Institute of Rural Management Anand. Earlier, he worked as a faculty member at the University of Portsmouth, UK. He has been a guest faculty at several prestigious institutions in India and abroad such as, IIM-Ahmedabad, IIM-Indore, XIM-Bhubaneswar, and ISCAC-Portugal. His consulting and training clients include Tata Motors, JK Lakshmi Cement, Orient Cement, Amul, Sanchi (MP milk federation), National Dairy Development Board, Government of Sikkim among others. He carries about ten years of work experience in industry, academics, research, consulting and executive training.

**Prof. Hitesh Bhatt** works in the area of General Management. He holds a degree of B.Tech. from IIT, Delhi and M.S. in Industrial Management from Georgia Tech, Atlanta, USA. He started his career with Reliance Textile Industries Limited in 1979 and he has a total of 18 years of industrial experience - of which 8 years in senior positions of CEO/Country Head of large organizations in India and Tanzania. During this period, he set up two large textile mills and revived another textile & garment factory (employing over 2500 persons) from "near closure" to a position of envy in East Africa. He started his academic career in 1995 with IRMA and since then, he has been involved in teaching, training, and consulting in diverse areas. He has trained different cadres of persons in a variety of organizations - government, non-government, co-operatives, dairy unions, industrial units, educational institutions, and corporate. His current areas of interest are project management, quality management, operations management, individual and organizational effectiveness, developing leadership in an organization & soft skills for employees in an organization.

***Deadline for Confirmation of Participation: July 31, 2017***

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# Optimization in Business Situations

August 17-18, 2017

Programme Co-ordinator: Mr. Rishi Sanwal

## About the Programme

Organizations, today, juggle with a vast number of input and output factors, with complex relationships between those. Manpower, materials, machinery, capital, etc. are all differently priced and come with multiple constraints. And while managers make best efforts to optimize the outputs manually, real-life cases show that an organization could be losing 10-20% value, if they are not optimizing their operations mathematically.

Optimization is the science of maximizing your objective, while meeting all your constraints. Mathematical optimization is needed in many business situations across departments – sales, marketing, manufacturing, procurement, supply chain, etc.

## Objectives

Today, it is critically important for managers to ensure efficient utilization of all their resources – raw materials, labour force, capital, land, etc., while ensuring that the objectives of the organization are more than met. This programme aims at enabling the participants to identify and appreciate optimization problems occurring in their business situations. They will also develop capabilities to structure the optimization problems and use an Excel-based IT Add-in to solve moderately complex problems.

## Benefits of the Programme

At the end of the programme, the participants would be better equipped to answer questions like – What is the maximum you can produce from the available resources? Which are the resources you should invest in for desired growth? And what is the right price for those resources? And how robust your answer to all these questions is? They would also be equipped to formulate and solve optimization problems using an Excel-Add in Tool.

## Contents

- ◆ Understanding and Appreciating Optimization Problems
- ◆ Types and Applications of Optimization Problems
- ◆ Methods to Solve Optimization Problems
- ◆ IT Applications for Optimization

- ◆ Optimizing Supply Chains
- ◆ Optimization Needs in the Dairy Industry

### **Pedagogy**

The programme will entail lectures, case-lets, class participation, and group work covering both theoretical concepts and application challenges through real life examples. The participants will work in teams in formulating a business situation into a mathematical model and learn how to use a simple MS-Excel based optimization programme for solving the model.

### **Who Should Attend**

While this programme is relevant for any manager, it will produce higher returns on investment for CXOs, unit heads, departmental heads, and professionals in business planning who influence decisions on product mix, investment portfolio, supply chain network, capacity enhancements, procurement strategies, etc. The participants need to have a working knowledge of MS-Excel.

### **Programme Fee**

The programme fee is INR 15,000/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

### **Refund Policy**

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### **Resource Person**

**Mr. Rishi Sanwal** was a Principal Consultant with Accenture in the Operations Management Consulting Practice in India prior to moving out of corporate world to pursue his academic interests. In his corporate career spanning 12 years, at Accenture and IBM Business Consulting Services, he successfully worked with over 15 clients (including business majors like Pepsico, Unilever, Heinz, Maruti, Bajaj Auto, L&T, etc.) in improving their business performance. He has worked on and led projects in various areas like Business Transformation, Supply Chain Transformation, BPR, Supply Chain Network Design, and IT Implementations.

His areas of interest are optimization, supply chain network design, forecasting and demand planning, inventory management, and project management. Besides IRMA, he is associated with IIM Lucknow and IIM Kashipur as a guest faculty.

***Deadline for Confirmation of Participation: August 5, 2017***

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# Enhancing Efficiencies at Work - MS-Excel

August 21, 2017

Programme Co-ordinator: Mr. Rishi Sanwal

## About the Programme

In the last few years, the amount of data available with organizations has multiplied many-folds. While high-end analytical packages are available for complex data analysis, Microsoft Excel remains the backbone of office work. Even in the age of high end data analytics, Spreadsheet solutions remain critical due to wide applicability, high flexibility, and ease of use.

Enhancing skills in MS-Excel can help office workers in better usage of their time in managing and analyzing data and, hence, make them more efficient.

## Objectives

This programme is aimed at building skills in using MS-Excel, for people who have not been trained in MS-Excel before, but yet need to handle data as part of their office work. This programme is not targeted at data management professionals and MS-Excel experts who may already be aware of often used MS-Excel functionalities.

## Benefits of the Programme

Enhancing efficiencies at using MS-Excel can make office workers much more effective and efficient at their work.

## Contents

The programme would cover basic but very powerful and most often used MS-Excel functionalities like Pivot Table, Vlookup, Filter, Sort, Graphs, Correlation between Data Sets, Data Validation, Conditional Formatting, Collaborative Working, etc.

## Pedagogy

This is a practice-oriented course, and each participant will get to work on MS-Excel, on various MS-Excel functions and data analysis examples that are covered in the class.

## **Who Should Attend**

This programme is targeted at office executives who handle data and reporting, but are not proficient in MS-Excel. The participants may be from corporate, social, or government organizations; they can be from any function. Anybody who works on managing or analyzing data on MS-Excel and wants to improve efficiencies should attend.

Basic exposure to working on MS-Excel is a pre-requisite.

## **Registration Fee**

The programme fee is INR 7,500/- per person. The fee is inclusive of lunch and refreshment, resource material for post training reference and learning in digital format, and opportunity of network building. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## **Refund Policy**

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## **Resource Person**

**Mr. Rishi Sanwal** was a Principal Consultant with Accenture in the Operations Management Consulting Practice in India prior to moving out of corporate world to pursue his academic interests. In his corporate career spanning 12 years, at Accenture and IBM Business Consulting Services, he successfully worked with over 15 clients (including business majors like Pepsico, Unilever, Heinz, Maruti, Bajaj Auto, L&T, etc.) in improving their business performance. He has worked on and led projects in various areas like Business Transformation, Supply Chain Transformation, BPR, Supply Chain Network Design, and IT Implementations.

His areas of interest are optimization, supply chain network design, forecasting and demand planning, inventory management, and project management. Besides IRMA, he is associated with IIM Lucknow and IIM Kashipur as a guest faculty.

***Deadline for Confirmation of Participation: August 10, 2017***

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# Making Markets Work for the Poor (Non-Farm Products)

August 21-23, 2017

Programme Co-ordinator: Prof. Preeti Priya

## About the Programme

Markets hold significant power to create and combat poverty. Development community is increasingly initiating market-led interventions and also guiding markets toward working better for the poor. These initiatives are enhancing the competitiveness of subsistence marketplace producers and entrepreneurs by linking them with supply chains that sell to the extended markets. Such initiatives include market linking, value chain development, competitiveness and trade promotion of products and services offered by subsistence marketplace.

This programme is all about tools and techniques that are developed in order to accelerate pro-poor growth in context of non-farm products by improving outcomes that matter to the poor in their roles as producers or entrepreneurs.

## Objectives

Specifically, the programme will enable participants to develop an actionable understanding of designing and implementing a market-led programme in a particular geographical context. The topics to be covered in this programme are as follows:

- ◆ What are the basic principles of market-led interventions?
- ◆ How do we assess markets and design programmes?
- ◆ How do we carry out value chain analysis using the tools of mapping, economic and socio-political analysis?
- ◆ How do we develop pro-poor value chains?
- ◆ How can we measure performance and assess the impact of interventions?

## Contents

- ◆ Fundamentals of market-led interventions
- ◆ Market assessment
- ◆ Value chain analysis
- ◆ Market linkages

## Pedagogy

We will use a combination of theory and real-life case studies from India and other developing economies to make the programme more interactive and more participative. Practitioners will interact with participants to share their experiences in the domain of market-led interventions.

## Who Should Attend

Professionals working on value chain interventions of non-farm products across Foundations, NGOs, Farmers' Organizations, and Social Enterprises

## Programme Fee

The programme fee is INR 22,500/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## Refund Policy

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## Resource Persons

Prof. Preeti Priya  
Prof. Anand Venkatesh  
Prof. SN Biswas

***Deadline for Confirmation of Participation: August 10, 2017***

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**Institute of Rural Management Anand**

# **Project Financing (Evaluation and Sources of Funds)**

August 21-23, 2017

Programme Co-ordinator: Prof. Rakesh Arrawatia

## **About the Programme**

This programme is expected to enable the participants to understand the mechanism of project appraisal in various stages and explore new and innovative sources of financing projects in the present day world. Wide range of financing techniques for core sector projects which are important constituents of our economy will be discussed. The programme will focus on how corporations and lenders evaluate investment proposals, raise cost effective funding from market, and manage project risks. The programme would help the participants to learn MS-Excel extensively for evaluation of projects and functions related to finance.

## **Objectives**

The objective of the programme is to help practitioners evaluate projects using appropriate techniques and tools and understand the field of Project Financing. Apart from it, the participants will also learn:

- ◆ To understand mechanism of project appraisal in various stages
- ◆ To appreciate the use of techniques applied in project appraisal
- ◆ To explore innovative sources of financing projects in the present day world
- ◆ To understand different risk estimation methods and their repercussions on projects
- ◆ To understand infrastructure finance requirements

## **Benefits of the Programme**

The programme would help the participants to learn MS-Excel extensively for evaluation of projects and functions related to finance.

## Contents

- ◆ Introduction to Project Financing
- ◆ Project Cash Flow and Appraisal Techniques
- ◆ Special Cases in Project Appraisal
- ◆ Risk Analysis of Projects
- ◆ Sources of Funds for Projects

## Pedagogy

Interactive classroom lectures, MS-Excel based modeling and case studies will be used.

## Who Should Attend

Middle and senior level officers from government organizations, NGOs, grassroots organizations, and donor agencies involved with projects and programmes

## Programme Fee

The programme fee is INR 22,500/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## Refund Policy

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## Resource Persons

Prof. Rakesh Arrawatia  
Prof. Asmita H. Vyas  
Prof. Paresh J. Bhatt

***Deadline for Confirmation of Participation: August 10, 2017***

## Contact Details

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**Institute of Rural Management Anand**

# Preparing Yourself for Sales Leadership Role

August 29-31, 2017

Programme Co-ordinator: Prof. Pratik Modi

## About the Programme

You may be investing in the effectiveness of your sales people but not paying adequate attention to your sales managers. As a sales manager, one has an incredible opportunity to impact his/her team. One is in the ideal position to really empower and motivate one's salespeople and achieve the sales goals through the team effort. Budding managers need right skills, knowledge, and perspective to take the next step in their career.

This programme offers budding sales manager right skills, knowledge, and perspective. This program shall serve as an eye opener and guidepost to young and middle level managers who will be assuming, or have already assumed, sales leadership role.

## Programme Outline

### Day-1

- ◆ Sales management and new trends
- ◆ An effective sales executive
- ◆ Aspects of leadership such as vision, communication, influence, empowerment, motivation
- ◆ Involving the team

### Day-2

- ◆ Things that Must be Done- such as leading by example, guiding, facilitating, delegating
- ◆ Things that Must Not be Done- such as nit picking, micromanagement, procrastination
- ◆ Handling change - How to be adaptable
- ◆ A simple formula for success in sales

### Day-3

- ◆ Team communication
- ◆ The Germ theory of management
- ◆ Red-beads experiment
- ◆ Work-life balance and feedback

## Pedagogy

The programme combines interesting anecdotes, cases and easy to implement tips and techniques to help a manager lead from the front or from within or even invisibly! Participants will learn through games, discussions, lectures, and skills-building exercises. The activities are designed to facilitate greater absorption of the programme contents.

## Programme Fee

The programme fee is INR 24,000/- per person. The fee is inclusive of boarding & lodging (single AC room), tuition fee, reading material, stationery, etc. The fee is exclusive of Government Taxes which will be charged extra, as applicable. The fee should be paid in advance through NEFT/RTGS.

## Refund Policy

In the event of cancellation on part of the organization/participant, the cancellation charge will be 10% of the fees paid. If a programme is cancelled by IRMA due to any unforeseeable reasons, the participants will be informed via e-mail, phone, or fax. Full fees will be refunded to the payee. IRMA will not be liable for other expenses incurred by the organization or the participant.

## Resource Persons

**Prof. Pratik Modi** is an Associate Professor of Marketing at the Institute of Rural Management Anand. Earlier, he worked as a faculty member at the University of Portsmouth, UK. He has been a guest faculty at several prestigious institutions in India and abroad such as, IIM-Ahmedabad, IIM-Indore, XIM-Bhubaneswar, and ISCAC-Portugal. His consulting and training clients include Tata Motors, JK Lakshmi Cement, Orient Cement, Amul, Sanchi (MP milk federation), National Dairy Development Board, Government of Sikkim among others. He carries about ten years of work experience in industry, academics, research, consulting and executive training.

**Prof. Hitesh Bhatt** works in the area of General Management. He holds a degree of B.Tech. from IIT, Delhi and M.S. in Industrial Management from Georgia Tech, Atlanta, USA. He started his career with Reliance Textile Industries Limited in 1979 and he has a total of 18 years of industrial experience - of which 8 years in senior positions of CEO/Country Head of large organizations in India and Tanzania. During this period, he set up two large textile mills and revived another textile & garment factory (employing over 2500 persons) from "near closure" to a position of envy in East Africa. He started his academic career in 1995 with IRMA and since then, he has been involved in teaching, training, and consulting in diverse areas. He has trained different cadres of persons in a variety of organizations - government, non-government, co-operatives, dairy unions, industrial units, educational institutions, and corporate. His current areas of interest are project management, quality management, operations management, individual and organizational effectiveness, developing leadership in an organization & soft skills for employees in an organization.

**Mr. Achal Rangaswamy**, an alumnus of St Stephen's College, Delhi, was President - Sales and Marketing at Bell Ceramics Ltd. He has worked in senior positions with leading organizations viz Avery, Usha International, Modi Xerox and Amtrex Hitachi Appliances for over 3 decades. Mr. Rangaswamy is a recipient of the AMA-Zyodus Cadila Marketing Man of the Year Award (2008). He has trained and mentored a large number of sales and marketing professionals of leading organizations such as Wagh Bakri Tea, Parryware Roca, Tata Teleservices, Havmor Ice Cream, Anil Starch Products, Hitachi Home and Life Solutions, Zyodus Cadila, State Bank of India, Bank of Baroda, and Punjab National Bank.

***Deadline for Confirmation of Participation: August 20, 2017***

Oliver Macwan, Executive (MDP)

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