



20th
GENERAL
MANAGEMENT
PROGRAMME

**Blended
Learning**
February 2022
to July 2022

DUBAI • IIMA.AE



IIM Ahmedabad - The most reputed IIM in the region



DIRECT PRESENCE

The only IIM with
a direct presence
in the region.



RICH PARTICIPANT DIVERSITY

Learn & collaborate
with participants from
diverse industries,
functions, and job roles.



10+ YEARS IN THE UAE

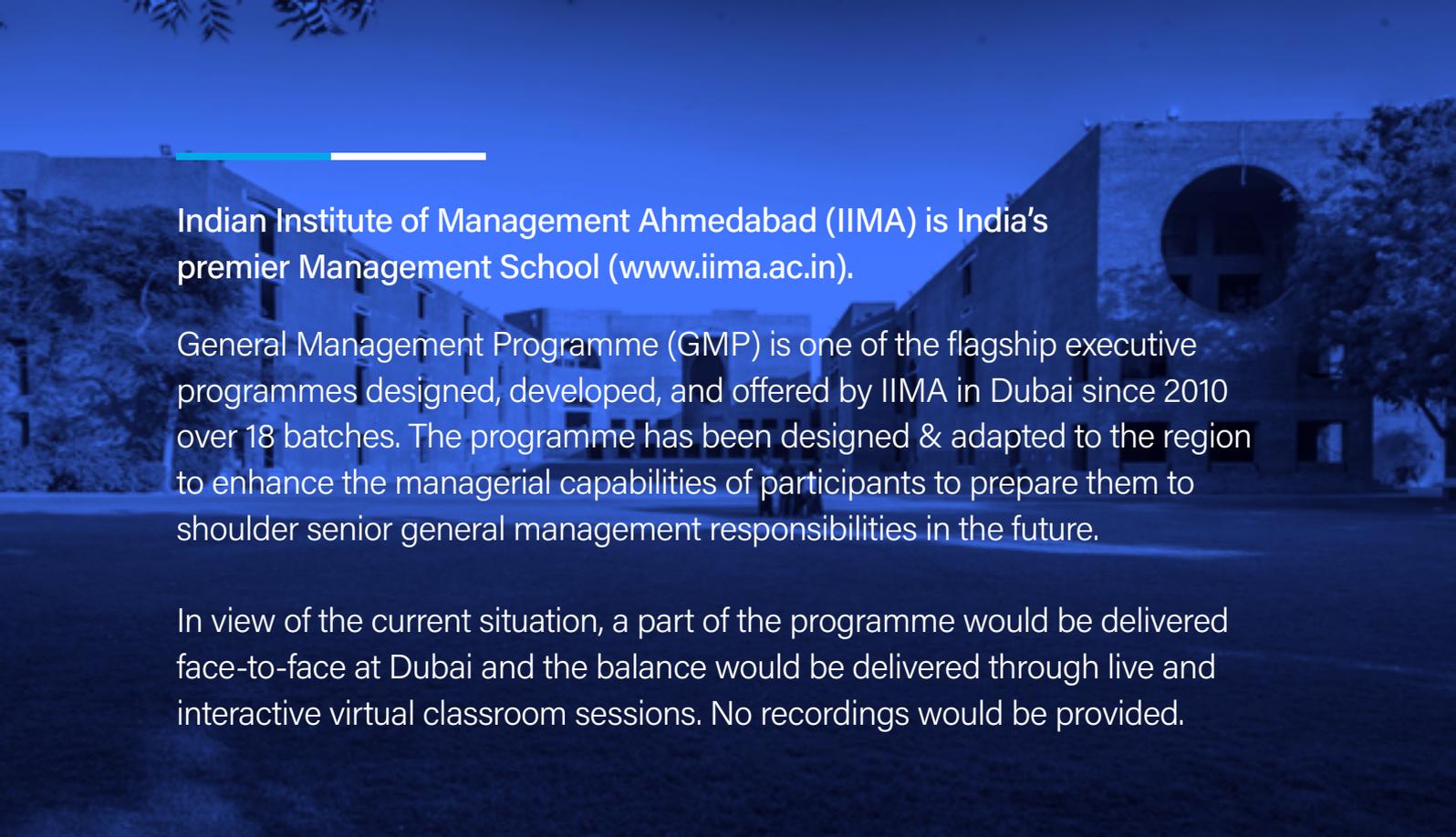
Delivered 19 Batches
in Dubai, certified 500+
executives through
GMP alone



Top 50

Ranked 48th in the
FT (Financial Times)
Global MBA Ranking
2021 in its top 100 list
of B-Schools.

The programme is spread over 6 months covering
around 86 sessions. The programme will be delivered on
Fridays and Saturdays on pre-announced dates.



Indian Institute of Management Ahmedabad (IIMA) is India's premier Management School (www.iima.ac.in).

General Management Programme (GMP) is one of the flagship executive programmes designed, developed, and offered by IIMA in Dubai since 2010 over 18 batches. The programme has been designed & adapted to the region to enhance the managerial capabilities of participants to prepare them to shoulder senior general management responsibilities in the future.

In view of the current situation, a part of the programme would be delivered face-to-face at Dubai and the balance would be delivered through live and interactive virtual classroom sessions. No recordings would be provided.

Programme Philosophy

The philosophical principles that underline the concept and structure of the programme in Dubai are the following:

- ▶ Individual growth & development are facilitated when working professionals are provided with learning opportunities & experiences that simulate thinking in group settings with professionals from diverse backgrounds.
- ▶ Managerial competence & skills develop when professionals from functional verticals are exposed to business situations that require taking decisions with a perspective of the entire organisation.
- ▶ Professionals are committed to self-development of professional competencies.

Programme Objectives

Building upon the experience of participants, enhance their managerial skills to take strategic and managerial decisions necessary in senior management roles

- ▶ Enable the participants to appreciate interdependencies in an organisation & acquire perspectives required for general management positions.
- ▶ Provide unique perspectives on best practices in different area of management
- ▶ Help participants to drive organisational effectiveness and excellence in performance

IIMA's GMP

In a league of its own



First Principles

Master management concepts from first principles. Timeless cases taught by experienced faculty bring an unparalleled depth to the learning process.

Consistent

Programme progression over consecutive weekends for 6 months builds consistency and enhances focus by allowing participants to deep-dive on a small number of topics per week.

Weekend Sessions

Ensures minimal disruption of business activities on the week days

Reduced Duration

Maximum of 3 hours per day, prevents zoom fatigue.

Group Work

Group based learning and pre-class preparation enhances osmosis of divergent viewpoints, enriching learning

Campus Immersion

Experience life and learning on IIMAs campus during the final 3 days of the programme.

Capstone

Capstone case study project + presentations during campus immersion.

Blended Learning

Total 6 days in person - 3 days in Dubai at programme launch + 3 days on campus in the end + LIVE online classes on zoom for rest of the sessions.

Who Should Attend

The GMP is for managers seeking to enhance their careers. It is most appropriate for managers holding positions of responsibility across various functional departments of medium to large businesses. The participants should have at least 5 years of managerial experience after graduation.

The previous batches were attended by participants from best of the organisations:

Emirates Airlines, Etihad, IBM, SAP, 3M, SAS, Etisalat, DU, Nokia, Ericsson, Godrej, L&T, KPMG, Infosys, Deyaar, DulSCO, American Express, HSBC, ADIB, BNP Paribas, FGB, Emirates NBD Bank, Mashreq Bank, Citi Bank, RAK Bank, ADCB, ADIA, Adgas, Kodak, Kraft Foods, Crocs, Siemens, Samsung, Sharp, Panasonic, Honeywell, Philips, Fujitsu, Redington, ArcelorMittal, Jackys, MoneyGram, Havells Sylvania, Schlumberger, Shell, ENOC, PetroFac, Honda, Nissan, Tally, Al Qassemi Group, Apparel Group, Al Reyami, Al Naboodah, Bin Butti Group, Skyline University, Imdaad, IFFCO, EMAL, P&G, Rosy Blue, AIG, Aster, Splash, Jashanmal, African & Eastern, Bajaj Herbals, Omnix, NIIT, MindTree, FedEx, DHL, GE, Axiom, McDermott, Zulekha Hospital, etc.



Indicative areas to apply concepts learnt in GMP



Organizational and Team Performance:

How to motivate team members.
How to design the right performance KPIs.



Innovation Management:

What is innovation and what isn't.
How to identify and build new sources of value.
How to plan your innovation portfolio.



Operations Management:

How does the operating model determine your competitive strategy.
How to manage project risk.



IT Strategy:

What are the right metrics to measure.
How does company strategy influence IT strategy.

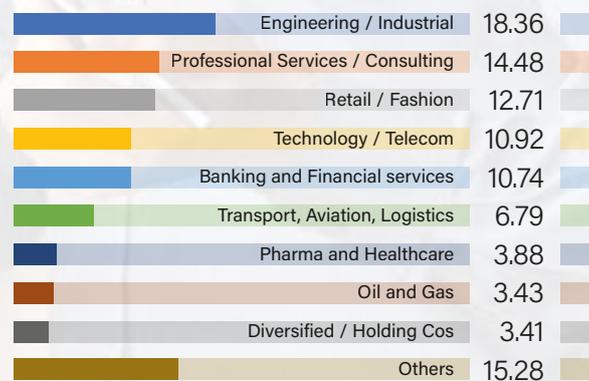


Decision Making:

How to optimize decisions under certainty.
How to take effective decisions, over time, with incomplete information.

Participants Profile

Industry Sector (%)



Function (%)



Participant Centered Pedagogy and Curriculum

IIMA leverages the Case Method – an immersive participant centered learning process, as the dominant pedagogical approach in all our learning programmes. In the case method, which was pioneered by Harvard Business School, participants learn as much through discussions with peers as they do from the instructors.



Case Method

Committing you to the decision-making process

Cases are authored by faculty in close collaboration with the industry. A case therefore represents real life business situation and not merely a theoretical framework. Every case typically ends with a decision that the case protagonist needs to take. In other words, a case is not a solution but a question. A decision problem that you, the learner, needs to solve.

Case studies can be 4 to 20 pages long and are detailed accounts of the firm / project / situation in question along with annexures of relevant data. Your job as a problem solver is to analyze the case content, data and apply your problem solving skills to take a decision on what needs to be done, as if you were the

case protagonist. You would be expected to thoroughly analyze the case and show up in every class with a firm opinion of your decision and reasoning behind the decision. This commitment to your reasoning is critical for you to appreciate the complexity and nuances of managerial decision making.

After the programme, you not only have rich bank of 40 to 50 real world business scenarios / cases from different industries & functions, but would also have developed refined mental models to handle various types of managerial situations at your workplace. All cases in GMP are sourced from case centers at IIMA and Harvard Business School.

Indicative Cases* in the Programme:

Boeing, Careem, Citibank, Comcast, Kanpur Confectionaries, Mangalore Refineries, Starbucks, Southwest Airlines, Toyota, Walt Disney and many more.

*Cases subject to change

Content

The programme is divided into several interdependent modules, each of which focuses on a different aspect or function of management. At the end of the programme, there will be an intensive integrated group exercise which will help participants consolidate their learning from various modules of the programme.



Economic Environment & Policy **Prof. Errol D'Souza**

.....
Macroeconomic Concepts
.....
Macroeconomic Framework for Policy Changes
.....
Appreciation of Economic Issues



Accounting, Costing and Control Systems **Prof. Naman Desai**

.....
Understanding and Analysing
Financial Statements
.....
Cost Analysis for Decision Making and Control
.....
Organizational Performance Management System



Corporate Finance **Prof. Jayanth Varma**

.....
Financial Analysis
.....
Financial Valuation
.....
Financial Forecasting



Information Systems & Technology Strategy **Prof. Sanjay Verma**

.....
Linking Business Strategy with Technology Strategy
.....
Digital Transformation
.....
Strategic Data Analytics and Decision Making



Marketing Management **Prof. Subhadip Roy**

.....
The Marketing Concept
.....
Segmentation and Positioning
.....
Decisions on the Elements of Marketing Mix
.....
Strategic Marketing

The programme will end with an intensive integrated group exercise which would help participants to consolidate their learning from various modules of the programme.



Operations Management **Prof. Chetan Soman**

.....
Elements of Manufacturing Strategy
.....
Lean Manufacturing Systems
.....
Process Analysis & Quality Concepts
.....
Supply Chain Management



People, Leadership & HR Strategy

Prof. Kirti Sharda
Prof. Biju Varkkey
Prof. Sunil Maheshwari
Prof. Aditya Moses

.....
Perceptual Processes
.....
Managing Teams
.....
Managing Transformation
.....
Nurturing Performance
.....
Entrepreneurial mindset
.....
Employee Engagement
.....
Performance Management



Decision Analysis **Prof. Diptesh Ghosh**

.....
Decision Making Under Certainty
and Uncertainty
.....
Risk Analysis
.....
Real World Application



Strategic Management & Entrepreneurship **Prof. Amit Karna** **Prof. Sunil Sharma**

.....
Industry Analysis
.....
Concept of Corporate Strategy
.....
Strategy Formulation &
Implementation
.....
Disruptive Innovation & New-Venture Creation
.....
Digital Business Models

PREPARE

Get immersed in the context of the upcoming session by familiarizing yourself with the reading material and case studies shared with you before the class. Group and individual study hours before the class will ensure your active participation in the learning process.

Recommended time:
2 to 4 hours per week

1

LEARN

With some of the top faculty from the institute as your facilitators, get ready for an intense and immersive learning experience as the groups discuss and analyze the case of the day from all possible angles. In this process, the cohort brings in its rich professional experience to the class and raises the overall learning experience for everyone.

Scheduled time:
6 hours per week

2

THE LEARNING MODEL

3

REFLECT

Learning diaries and self-reflection after the class ensures that you internalize the concepts learned, consolidate your knowledge and identify ways of putting the relevant knowledge into practice.

Recommended time:
1 hour post class

4

APPLY

The six-month weekend programme gives you ample opportunity to apply the management principles at your workplace in real-time. Participants are encouraged to actively apply learnings at work and share their insights with the group and faculty during subsequent sessions.

Programme Chairs

IIMA owes much of its reputation to the exceptional caliber of its faculty. IIMA has 100 plus full time faculty engaged in research, consultancy, and teaching and training. Nearly all faculty members are PhDs from highly reputed universities in the world with international teaching and research experience. Faculty members serve on executive committees and policy formulation boards of diverse organizations in both private and public domains. They are well known in the industry for their experience in consulting, their in-depth knowledge of the industry & sectors and their ability to bring multidisciplinary perspectives to conceptualize novel approaches to problem solving. The IIMA faculty designs and delivers over 200 Executive Education Programmes (EEP) each year – the most expansive management programme in India.



Prof. Aditya Moses

Assistant Professor of Human Resource Management
FPM, Indian Institute of Management Bangalore

Aditya Moses is an Assistant Professor of Human Resource Management at the Indian Institute of Management, Ahmedabad. He earned his FPM in Organizational Behavior and Human Resource Management with a minor in Strategy from the Indian Institute of Management, Bangalore. Prior to getting a FPM, he obtained a M.Sc. in International human resource management from the University of Portsmouth, and a B.E. in Electronics and Telecommunication from the University of Mumbai. Aditya is interested in studying the impact of various firm-level and team-level practices and strategies on various aspects of a firms' performance. His substantive areas of interest include social innovation, social enterprise strategies, healthcare, human resource management, and international human resource management. Aditya has worked as Manager- HRM responsible for the HRM function of a hospital chain in Maharashtra and as a training consultant prior to joining his FPM.

Certificate of Completion

A Certificate of Completion will be issued by Indian Institute of Management Ahmedabad Executive Education to the participants who have completed all the requirements of the programme including attendance of at least 80% of the teaching sessions and submission of all assignments.

The 20th General Management Programme has been approved by the Knowledge and Human Development Authority (KHDA), Dubai, UAE.

Alumni Association

Participants who attend the Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend a total of 21 days in one or more programmes to be eligible for alumni status and alumni identity card, both of which will be awarded on payment of one-time alumni fee of AED 500.

Registration process

Last date to submit applications	: February 11, 2022
1st Early Bird Discount Cut-off date	: December 10, 2021
2nd Early Bird Discount Cut-off date	: January 28, 2022
Receipt of payments	: No later than February 11, 2022
Course inauguration and first class	: February 25, 2022

Programme Details

Dates	Timings	Venue
Programme will start on February 25 and 26, 2022. Thereafter, online classes will be scheduled on Fridays and Saturdays for a max of 3 hours per day , on consecutive weekends. The total duration of the programme will be 6 months.	Face to face sessions 9:30 AM to 6 PM UAEST Online Sessions 2:30 PM to 5:30 PM UAEST First and Last modules of 3 days each delivered face to face All other sessions delivered direct to desktops on consecutive weekends	Face to face sessions delivered in Dubai & IIM Ahmedabad Campus, live online sessions delivered direct to desktops

Programme Fee

5% VAT will be applied to the fee.

Full payment	: AED 34,000	(Receipt of the payment no later than February 11, 2022)
Installments	: AED 35,700	(PDCs need to submitted at the time of the first payment)
Instalment 01	: AED 14,280	(Receipt of the payment no later than February 11, 2022)
Instalment 02	: AED 10,710	(Receipt of the payment no later than April 29, 2022)
Instalment 03	: AED 10,710	(Receipt of the payment no later than June 10, 2022)

Early Bird Discount

Nominations received with payments on or before December 10, 2021 will be entitled to an early bird discount of 8.5%, and payments on or before February 11, 2022 will be entitled to an early bird discount of 6%. (Early submission does not, however, guarantee acceptance of application.)

Group Discount

Group of 4 or more participants will be entitled to a discount of 10%.

Organisational Discount

Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Fee Structure

	Pre-Tax Fee	VAT (5%)	Total Payable
Full Fee			
Full Fee without Discount	34,000.00	1,700.00	35,700.00
Full fee with EBD-I (8.5%)	31,110.00	1,555.50	32,665.50
Full fee with EBD-II (6%)	31,960.00	1,598.00	33,558.00
Full fee with Corporate Discount (10%)	30,600.00	1,530.00	32,130.00

Full Fee - Installment Plan (5% Surcharge)			
Full Fee without Discount	35,700.00	1,785.00	37,485.00
Full Fee with EBD-I (8.5%)	32,665.50	1,633.28	34,298.78
Full Fee with EBD-II (6%)	33,558.00	1,677.90	35,235.90

Detailed Installment Plan			
Full Fee without Discount			
Installment 01 (Payable by final cut-off date)	14,280.00	714.00	14,994.00
Installment 02	10,710.00	535.50	11,245.50
Installment 03	10,710.00	535.50	11,245.50
Total	35,700.00	1,785.00	37,485.00

Full Fee with Early Bird Discount-I (8.5% Discount)			
Installment 01 (Payable by discount cut-off date)	14,280.00	714.00	14,994.00
Installment 02	10,710.00	535.50	11,245.50
Installment 03	7,675.50	383.78	8,059.28
Total	32,665.50	1,633.28	34,298.78

Full Fee with Early Bird Discount-II (6% Discount)			
Installment 01 (Payable by discount cut off date)	14,280.00	714.00	14,994.00
Installment 02	10,710.00	535.50	11,245.50
Installment 03	8,568.00	428.40	8,996.40
Total	33,558.00	1,677.90	35,235.90

Additional Costs:

Fee includes Tuition Fee, Course Material, Food, Refreshments and Certificate.

Local travel, toll or parking tickets are not included in the fee. The programme fee is inclusive of accomodation and meals on campus during the campus immersion. Costs of round trip to India, visa, and internal transfers to be borne by participants.

For more information, contact

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www.iima.ae



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Ahmedabad Executive Education**

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