

MANAGEMENT DEVELOPMENT PROGRAMMES



**School of Petroleum Management
PANDIT DEENDAYAL PETROLEUM UNIVERSITY
Gandhinagar, Gujarat**

Invitation

Dear Sir/Madam,

Greetings!

School of Petroleum Management, Pandit Deendayal Petroleum University (PDPU), Gandhinagar, feels immense sense of pride and pleasure in presenting to you a wide range of Management Development Programmes (MDPs) from September 2011 to March 2012. These multi-faceted programmes have been carefully developed by our dedicated programme coordinators to give the participating executives a more in-depth understanding of the areas of management, viz. Cross Cultural Management, Stress Management, Corporate Project Management, Carbon Finance, Infrastructure Finance, Competitive Market Dynamics & Business Strategy naming a few.

SPM has been successfully running programmes for the working executives since 2008. The participants of MDPs will have opportunity of working closely with the program faculty members during the programmes and after. Besides, the serene environment of the campus blended with modern technologies would heighten the spirit and energy level of learners and would inspire them to optimize their learning efforts.

I am thankful to all our programme coordinators who have carefully chalked out the programme contents to meet the expectations of the working executives so as to offer them a blend of core skills, intellectual enthusiasm and practical mode of learning. I, on behalf of the School of Petroleum Management welcome you to be part of our Management Development Programmes.

Thanking You.

Sincerely Yours,

Dr. Ashutosh Muduli, Associate Professor,
Chairperson – Management Development Programme
School of Petroleum Management, Gandhinagar

Pandit Deendayal Petroleum University (PDPU), Gandhinagar

Pandit Deendayal Petroleum University aims to become a world class University in energy education and research with special focus on the oil and gas sector. The University addresses the need for trained and specialized human resource for Oil & Gas Industry worldwide and primarily desires to be known as the 'Energy University' creating highly skilled graduates to work towards India's Energy Independence and security.

Located in Gandhinagar, the capital of Gujarat, PDPU is spread over an impressive campus of about 50 acres and offers necessary infrastructure of a world – class institute. At present the university consists of following schools:

- ✓ **School of Petroleum Management**
- ✓ **School of Petroleum Technology**
- ✓ **School of Solar Energy**
- ✓ **School of Nuclear Energy**
- ✓ **School of Liberal studies**
- ✓ **School of Technology**

PDPU has international collaboration with **University of Houston, University of Tulsa, University of Oklahoma and Georgia Institute of Technology.**

School of Petroleum Management

School of Petroleum Management (SPM), formerly known as Institute of Petroleum Management, Gandhinagar (IPMG), is a constituent of Pandit Deendayal Petroleum University. The School has been set up as a centre of excellence to impart formal educational and training programmes to students and executives. In addition to classroom teaching, the School is engaged in training, research, consulting and dissemination of body of knowledge largely in all the functional areas of management and specifically in energy and infrastructure domain.

At present the school offers following programmes:

- Masters in Business Administration (MBA)
- Post Graduation Diploma in Petroleum Management for working executives (PGDPM-X)
- Executive MBA
- Ph. D in Management

The serene environment of SPM blended with modern technologies heightens the spirit and energy level of all learners and inspires them to optimize their learning efforts. SPM's campus provides:

- Impressive and aesthetically built academic areas.
- IT systems with latest hardware & software and seamless Internet connectivity.
- Automated Library and latest communication facilities.

Faculty and Research

The School of Petroleum Management has a dedicated faculty having enthusiasm to inspire learners through innovation, imagination and knowledge creation of high order. The School possesses fundamental strength in the full-time faculty members with terminal degree and remarkable research and publishing record, and also a team of distinguished visiting faculty who bring their rich experience to the classroom. Constantly updating courses and curriculum as per the changing needs of the sector is also the endeavour of the School.

The School is regularly organizing events like international conferences, workshops, conclaves, panel discussions, roundtable conferences etc. for the benefits of students and other stakeholders. Thus, the constant search for new ideas and knowledge and dissemination of them has remained central for the faculty members of the School.

Management Development Programmes

School of Petroleum Management feels immense pleasure presenting to you a wide range of Management Development Programmes in various functional areas of management enabling executives to face the challenges in business and help them to enhance skills and thought processes. Accordingly the dedicated full-time faculty members developed and designed the management development programmes in the different spheres of management sciences.

Objectives:

- To equip the practicing managers with the ability to apply multi-disciplinary knowledge and competencies in innovative ways to manage their respective departments.
- To provide a stimulating learning experience to upgrade the professional skills of the executives.
- To provide special emphasis on learning of the fundamentals and practical application of the knowledge.
- To refine the skills of the participants with modern tools and techniques.
- To develop an intellectual curiosity among the participants that would encourage them to strive for excellence.

MDP CALENDAR 2011-2012

Sl. No.	Programme Title	Programme Co-ordinator(s)	Programme Dates	Programme Fees (Rs.)	
				Residential	Non-Residential
1.	Creativity and Innovation Management	Satish Pandey	7 th , 8 th and 9 th September 2011	15,000/-	7,500/-
2.	Social Cost Benefit Analysis (SCBA) in Energy and Infrastructure Projects	Rasananda Panda	29 th and 30 th September 2011	10,000/-	5,000/-
3.	Managing Stress for Effective Performance	D.M. Pestonjee and Satish Pandey	16 th , 17 th and 18 th November 2011	15,000/-	7,500/-
4.	Competitive Market Dynamics and Business Strategy	Subrat Sahu	8 th and 9 th December 2011	10,000/-	5,000/-
5.	Carbon Finance: New Business Opportunities	Rasananda Panda	15 th and 16 th December 2011	10,000/-	5,000/-
6.	Corporate Project Management: Strategic and Financial Approaches	Bhavesh Patel	11 th , 12 th and 13 th January 2012	25,000/-	15,000/-
7.	Management Control Systems in Competitive Environment	Lalit K. Khurana	8 th , 9 th and 10 th February 2012	15,000/-	7,500/-
8.	Infrastructure Finance	Lalit K. Khurana	22 nd , 23 rd and 24 th February 2012	15,000/-	7,500/-
9.	Basic Managerial and HR Skills	Ashutosh Muduli	7 th , 8 th & 9 th March 2012	15,000/-	7,500/-
10.	Cross-Cultural Management	Satish Pandey	21 st , 22 nd & 23 rd March 2012	15,000/-	7,500/-

Programme Venue:

School of Petroleum Management,
 Pandit Deendayal Petroleum University, Off .Koba- Gandhinagar
 Highway, Raisan, Gandhinagar – 382007 Gujarat, India

For registrations/enquiries please contact: -

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 School of Petroleum Management
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 Email: mdp@spm.pdpu.ac.in URL: <http://spm.pdpu.ac.in>

1. Creativity and Innovation Management

Introduction

Innovation is the key to any successful business in today's fast changing world. No company can afford "not to be innovative" if it wants to survive in the market for its product and services. We cannot build innovative organizations with a mindset of 'past successes'. To achieve this objective, we need to develop 'creative managers with a futuristic mindset'. This programme is aimed to focus on learning about innovation management as a process to create breakthrough technologies, products, services and systems that may change the future of human society.

Learning Objectives

The participation in this programme will help you to:

- Understand innovation management as a critical process in the organization in context of its business strategy.
- Learn about methods, tools and techniques for effective innovation management.
- Develop one's own perspective of innovation management as process of grooming oneself as 'Global Manager of the Future'.

Contents

1. Understanding creativity and innovation process
2. Organizational creativity
3. Innovation and business strategy
4. Product and Technology Innovation
5. Creating organizational architecture for innovation
6. Creating 'Innovative Culture'
7. Building 'innovative teams'
8. Building dynamic capabilities
9. Managing disruptive innovation
10. Making innovation sustainable

Who should attend?

Executives and managers, who are likely to be sent on overseas assignments in near future or who are involved in projects focused on new product/technology/strategy development, may be the 'best beneficiary' of the programme.

Programme Coordinator

Dr. Satish Pandey is currently working with School of Petroleum Management, Pandit Deendayal Petroleum University, Gandhinagar as Associate Professor in Organizational Behaviour & HRM area, since August 2007.. Prior to joining IPMG, he has worked with reputed institutions like Mudra Institute of Communications Ahmedabad (MICA) and Nirma Institute of Management Ahmedabad. He has around 14 years teaching and research experience at various institutions. He has presented papers in national and international academic conferences; and published papers in refereed journals like Vikalpa, Decision, Vision, Indian Journal of Industrial Relations and business magazines like The Smart Manager and, Indian Management. His latest research publications are on topics related to stress management, personality, organizational culture, organizational turnaround and organizational learning.

Programme Fee

Programme Dates

Venue

Residential: Rs. 15,000/-

7th, 8th and 9th September 2011

School of Petroleum Management

Non-residential: Rs. 7,500/-



2. Social Cost Benefit Analysis (SCBA) in Energy and Infrastructure Projects

Introduction

With the increase in controversy surrounding big infrastructure projects regarding the issues of land, forest, environment, wild life and other public goods the study of such projects from wider society view has become essential. More specifically there is always a conflict of interest between the project authority (both the government and private) and the project affected people from the view point of costs and benefits of a particular project. In this context, understanding of social cost benefit analysis, its components and usability has become important.

SCBA is a practical way of assessing the desirability of projects, where it is important take a long view (in the sense of looking at the repercussions in the further as well as the nearer, future) and a wide view (in the sense of allowing for side-effects of many kinds on many persons, industries, regions, etc.) i.e. it implies the enumeration and evaluation of all the relevant costs and benefits. This involves drawing on a variety of subjects like welfare economics, public finance, resource and environmental economics and nevertheless financial and project management.

Learning Objectives:

The programme aims to enable the participants:

- Understand the principles of SCBA along with the methodology for evaluating social costs and benefits
- Differentiate between project guidelines from the public as well as financial institutions including the international donor agencies towards infrastructure projects.
- Prepare relevant social cash flow statements and compare them with financial cash flow statements for better understanding of energy and infrastructure projects.

Contents

1. Introduction to SCBA
2. Methodology for valuation of social cost, social benefit and the cash flow
3. Selected project finance guidelines of Planning Commission, World Bank, Asian Development Bank, IDBI
4. Case analysis of various energy and infrastructure projects

Who should attend?

The program is suitable for the junior and middle level executives working in the field of project appraisal and project finance division of the corporate sector involved in the large scale infrastructure projects with social ramifications. Academicians involved in infrastructure and environmental consulting, executives from NGOs and developmental sectors are also likely to benefit from this program.

Programme Coordinator

Dr Rasananda Panda is working as an Associate Professor in the Economics Area at School of Petroleum Management, Pandit Deendayal Petroleum University, and Gandhinagar. In addition he is also Chief Economist (on contract) to Gujarat State Petroleum Corporation (GSPC) – a Govt. of Gujarat undertaking. Prior to his joining Petroleum University, he was Associate Professor in the area of Business Economics and Finance at MICA. His recent areas of interests are in studying the dynamics of business and economic environment of India along with other emerging markets, researching the issues relating to Gas Pricing and Political Economy of Oil. He has participated at number of advanced level courses in Econometrics and Environmental Economics at Indian Statistical Institute, Kolkata. He has participated and published several research based and thematic papers at University and National Level seminar proceedings, journals and some chapters in edited books on Environmental Economics. He has also provided the required consulting advice (project basis along with other faculty after leaving IIMA) to IIMA, Planning Commission, CRISIL, IDFC, Co-ordinates, IL&FS to name a few in the field of infrastructure related issues. Since last three years he has been lecturing on Hydrocarbon Management covering topics like gas pricing in India, Economics of Oil and Gas Sector and Geo-politics and Indian Energy Sector, Carbon Markets and related issues pertaining to energy sector.

Programme Fee

Programme Dates

Venue

Residential: Rs. 10,000/-

29th and 30th September 2011

School of Petroleum Management

Non-residential: Rs. 5,000/-



3. Managing Stress for Effective Performance

Introduction

It is a widely known fact that stress is a major area of concern for modern civilization. Generally, modern organizations have been concerned about scientific inputs about stress process and stress management. This is prompted by a two-fold realization that stress can adversely affect human wellbeing and productivity and therefore, it has a social cost and economic cost.

Thus it is prudent to integrate stress management as a human development need and treat it as a developmental input.

Learning Objectives

After having active participation in the programme, the participant will learn the following:

- The positive perspective of the stress process in context of one's lifestyle and work-life balance.
- It will help you to develop your own 'Stress Tolerance Profile' (STP) by administering psychometric instruments. This will help you in understanding your own psychodynamics in terms of personality, depression, anxiety, anger-proneness, psychological well-being, life satisfaction etc.
- Get insights into physiological aspects of stress and health
- Understand the major organizational role stresses and learn how to cope with them.
- Learn how to improve work processes, jobs, and organizational settings for getting positive outcomes of stress at work.

Contents

1. Understanding Stress Process
2. Positive Perspective of Stress
3. Stress and Work-Life Balance
4. Physiology of Stress
5. Organizational Role Stress
6. Coping with Stress
7. Stress Tolerance Profile
8. Relaxation Techniques

Who should attend?

The programme is suitable for the senior and middle level executives working in energy and infrastructure sector.

Programme Coordinators

Dr. D. M. Pestonjee is currently associated with School of Petroleum Management, Pandit Deendayal Petroleum University, Gandhinagar as GSPL Chair Professor. He has over four decades of teaching experience and has successfully supervised eighteen Ph. D. candidates. He is author/co-author of ten books and over 100 research articles. He has been active as a trainer and consultant education and health sector. He has conducted a large number of management development programmes for executives on the theme of 'executive stress and coping'; also helped organizations with 'stress audit' to analyze and understand their role stresses with a view to incorporate relevant development inputs. He has been associated with public and private sector organizations, NGOs, MNCs, and joint sector organizations. His current areas of interest are executive stress, coping and issues related to executive health, job satisfaction and morale.

Dr. Satish Pandey is currently working with School of Petroleum Management, Pandit Deendayal Petroleum University, and Gandhinagar as Associate Professor in Organizational Behaviour & HRM area. He has around 14 years teaching and research experience at various institutions. He has done his Ph. D. thesis in Psychology on the topic, "Role Stress, Coping Strategies and Psycho-Social Correlates". He has conducted many training programmes on behaviour change communication and healthy communication for Govt. Dept. of Health & Family Welfare. He has presented papers in national and international academic conferences; and published papers in refereed journals. His latest research publications are on topics related to stress management, personality, organizational culture, organizational turnaround and organizational learning.

Programme Fee

Programme Dates

Venue

Residential: Rs. 15,000/-

16th , 17th and 18th November, 2011

School of Petroleum Management

Non-residential: Rs. 7,500/-



4. Competitive Market Dynamics and Business Strategy

Introduction

Marketing is the core of all businesses. Marketplace has become dynamic. Consumers, competition, technology and the market forces redefine industry every day. Staying competitive means continuously adjusting and adapting to customer approach to meet the changing needs and expectations. Positioning organization and its products and services depend on the formulation and implementation of intelligent and aggressive strategic marketing plans. Strategic marketing management provides a comprehensive examination of all major components of marketing strategy and their integration with the overall business strategy.

Learning Objectives

This programme will focus on strategic marketing issues as well as issues and challenges to integrate marketing strategy with the overall business strategy for creating and achieving sustainable competitive advantage in business. Through an in-depth discussion of these issues and challenges, participants will learn about:

- The framework(s) for developing, implementing, and evaluating marketing strategies;
- The value chain and competitive advantage;
- The competitive scope within an industry; and
- The competitive dynamics and how to integrate marketing strategy into the overall business strategy.

Contents

1. Customer and competitor analysis,
2. Value creation and delivery,
3. Strategic capabilities and direction,
4. Competitive scope and value chain,
5. Strategy formulation and implementation,
6. Integrating marketing strategy into overall business strategy.

Who should attend?

Middle and Senior level managers from public and private sector companies (both national and MNCs) working in the areas of marketing, sales, business strategy and associated fields would benefit from the programme. Market Researchers and academicians having specific interest in the topics would also benefit from the programme. We encourage companies to send teams to learn common language and frameworks and help drive the implementation of new knowledge throughout the organization.

Programme Coordinator

Dr. Subrat Sahu teaches business strategy and marketing management. He has fifteen years of teaching, training and research experience having varied publications in both national and international journals and conferences. His most recent publications are in the area of Customer Relationship Management and Corporate Social Responsibility. Prior to joining academia, he worked for four years in industry.

Dr. Sahu is at present Associate Professor at the School of Petroleum Management, Gandhinagar.

Programme Fee

Programme Dates

Venue

Residential: Rs. 10,000/-

8th and 9th December, 2011

School of Petroleum Management

Non-residential: Rs. 5,000/-



5. Carbon Finance: New Business Opportunities

Introduction

The 'Energy' has acquired the multifaceted dimensions in last few decades due to its linkages with science, infrastructure, environment, economic, social and international issues. The various initiatives at technical, managerial and policy level in India are under way during 11th five year plan being directed towards improving the capacity and bringing efficiency in the energy sector. However, it is well recognized that the energy usage have strong linkages with the environment at local, regional and Global level such as Climate Change.

The climate change is one of the extreme externality where the profits arising from the global human activities for production as well as for consumption are pocketed by corporate while the GHG emissions are having the severe implications on global climate on long-term. As response to climate change by various Governments and organization, a global venture; governed by international legal, regulatory and institutional framework, presently have been created and placed under the UNFCCC.

The markets thus created are commonly known as 'Carbon Market', which can be used for various economic responses to climate change, subject to stringent regulations, monitoring and verification mechanism. The global carbon market created has emerged as highly dynamic in nature due to multi-governmental, multi-stakeholder and high variability among the institutions, policies, instruments and priorities of measures by the nations under the UNFCCC regime.

Learning Objectives

The programme aims at making participants aware about:

- Issues and challenges of climate change in the hanging perspective
- Appreciate the rationale behind carbon market
- Understand the regulatory framework for the carbon emission and trading from national and international perspectives
- Develop the possibility of an alternative revenue model for the business

Contents

1. Overview of Energy Scenario
2. Energy and Environmental Linkages
3. Climate Change and Business: Issues and Challenges
4. Development of CDM mechanism and carbon market
5. Carbon reduction
6. Carbon Markets and Emissions Trading, Global Carbon Trade and Regulatory & institutional Framework
7. Future Climate Change Mitigation/Adaptation Assets
8. Aligning Carbon Market and Sustainable Development Actions

Who should attend?

The programme is beneficial to the techno-entrepreneurs and middle level executives working in the energy sector to develop an alternative revenue model inside their own business.

Programme Coordinator

Dr Rasananda Panda is working as an Associate Professor in the Economics Area at School of Petroleum Management, Pandit Deendayal Petroleum University, and Gandhinagar. In addition he is also Chief Economist (on contract) to Gujarat State Petroleum Corporation (GSPC) – a Govt. of Gujarat undertaking. Prior to his joining Petroleum University, he was Associate Professor in the area of Business Economics and Finance at MICA.. His recent areas of interests are in studying the dynamics of business and economic environment of India along with other emerging markets, researching the issues relating to Gas Pricing and Political Economy of Oil. He has participated at number of advanced level courses in Econometrics and Environmental Economics at Indian Statistical Institute, Kolkata. He has participated and published several research based and thematic papers at University and National Level seminar proceedings, journals and some chapters in edited books on Environmental Economics. He has also provided the required consulting advice (project basis along with other faculty after leaving IIMA) to IIMA, Planning Commission, CRISIL, IDFC, Co-ordinates, IL&FS to name a few in the field of infrastructure related issues. Since last three years he has been lecturing on Hydrocarbon Management covering topics like gas pricing in India, Economics of Oil and Gas Sector and Geo-politics and Indian Energy Sector, Carbon Markets and related issues pertaining to energy sector.

Programme Fee	Programme Dates	Venue
Residential: Rs. 10,000/- Non-residential: Rs. 5,000/-	15 th and 16 th December ,2011	School of Petroleum Management

6. Corporate Project Management: Strategic and Financial Approaches

Introduction

Managing projects needs a special skills and toolkit. The importance of it has been realised by Indian businesses since the onset of competition opened up after the economic liberalisation. While most businesses have started using the sophisticated software for the project management, the software can only prepare plans for execution. Despite the use of software the projects may fail. Many such failures can be largely attributed to lack of linkage of projects with corporate strategy, inadequate risk management at design stage, and absence of integration with financial aspects. This programme aims at bridging this gap and discussing in detail the strategic linkages of projects along with proper risk management and financial analysis of projects.

Learning Objectives

The participants of the programme will:

- Be able to learn the project management in the context of corporate strategy.
- Get a comprehensive perspective of the total capital budgeting process.
- Develop appreciation for risk mitigation system at the stage of project design.
- Understand the appropriateness of different financial evaluation methods and their suitability with different types of project.
- Understand the importance of financing strategy in project risk management.

Contents

1. Introduction to project life cycle
2. Corporate growth direction and selection of projects
3. Corporate growth rate decision and decision of CAPEX budget
4. Growth strategies
5. Strategies for project financing
6. Financial evaluation of projects (including selection of evaluation technique and determining cut-off rate)
7. Project risk management

Who should attend?

Senior level and upper middle executives who are associated with CAPEX planning and execution would benefit most from the programme.

Programme Coordinator

Dr. Bhavesh Patel is Director of School of Petroleum Management, Pandit Deendayal Petroleum University. He has 34 years of experience of teaching, consulting and publishing. He has taught in XLRI for fifteen years and in US Universities for nine years. In XLRI he has successfully offered this MDP for several years.

He is Managing Editor of two refereed international journals and editor of seven more refereed international journals. He has published several papers in refereed journals in India and USA. He has published four books, of which one in USA. One of his books is on Project Management.

Programme Fee	Programme Dates	Venue
Residential: Rs. 25,000/- Non-residential: Rs. 15,000/-	11 th , 12 th and 13 th January 2012	School of Petroleum Management



7. Management Control Systems in Competitive Environment

Introduction

Executing strategies is the key to business success. Management Control System is the core for implementing strategies. Effective control systems enhance organisational performance therefore a clear understanding of Management Control Systems is must for managers at different levels. As organizations are becoming more and more complex and competitive environment is growing, the challenge happens to creativity and experimentation in Management Control System. Newer dimensions in Management Control System are emerging in the competitive environment. This MDP aims at the twin objective of conceptual understanding of Management Control System and a skill in developing a reliable MCS.

Learning Objectives

- Identify Responsibility Centres within the organization
- Balance tensions in MCS
- Develop a suitable MCS for their organization
- Use MCS for improvement of results

Contents

1. Theoretical Foundations of Control Systems
2. Traditional Techniques of Controls in Organization
3. Newer Dimensions of Control
4. Control practices in some specific sector

Who should attend?

Middle level executives, officials working in government or private sector manufacturing or service industry including NGOs would benefit from the programme.

Programme Coordinator

Lalit K. Khurana, Associate Professor at the School of Petroleum Management, Pandit Deendayal Petroleum University has over 13 years of experience in both industry and academics, more than two years of which are in industry and subsequently 11 years in academics. His doctoral thesis is on 'Management Control Systems in Power Sector'. He has nine publications to his credit in journal and as chapters in books. He has also published articles in magazines and souvenir. He has participated in several national and international conferences and presented 15 research papers. He has participated in several management development programmes and teachers' training programmes. He is a member of several national and international professional bodies like SMFI, ISTD, AIMA, ISTE, SMS (USA). His research interests are in the fields of strategy implementation, management control systems and financing infrastructure projects. Currently, he teaches courses in Corporate Finance, Management Control Systems and Financing Energy Projects.

Programme Fee

Programme Dates

Venue

Residential: Rs. 15,000/-

8th, 9th and 10th February, 2012

School of Petroleum Management

Non-residential: Rs. 7,500/-



8. Infrastructure Finance

Introduction

The infrastructure requirements are increasing rapidly because of strong economic growth in India. While the need exists, the key issue is how infrastructure projects are financed. Investment in infrastructure is one of the greatest challenges of the 21st century. In the past the government had been the sole financier of the projects. There is a gradual recognition that private sector must be brought into mobilizing the required resources. It is important for executives to understand the critical issues in infrastructure financing and find new and more effective ways to finance and confront the related challenges effectively so that businesses can better compete and risk can be mitigated.

Learning Objectives

- Understand critical issues in infrastructure projects
- Articulate risk and return in infrastructure projects
- Assess methods of financing the Infrastructure projects from different viewpoints
- Peruse some examples and learn their applications

Contents

1. Introduction: Characteristics of Infrastructure, infrastructure gap and reform measures to bridge the gap
2. Infrastructure Financing: Characteristics of infrastructure financing and types of risk capital required
3. Risk and Return: Risk and Return Analysis of infrastructure
4. Methods of Financing the Infrastructure projects
5. Methods and techniques of Appraisal
6. Special Issues in Infrastructure Management

Who Should Attend?

Executives in financing companies involved in appraising infrastructure projects, project engineering and treasury staff at infrastructure, construction or equipment supply companies, staff at utilities and extractive industry companies. Government officials involved in procurement and negotiations with private sector infrastructure providers will benefit most from the programme.

Programme Coordinator

Lalit K. Khurana, Associate Professor at the School of Petroleum Management, Pandit Deendayal Petroleum University has over 13 years of experience in both industry and academics, more than two years of which are in industry and subsequently 11 years in academics. His doctoral thesis is on 'Management Control Systems in Power Sector'. He has nine publications to his credit in journal and as chapters in books. He has also published articles in magazines and souvenir. He has participated in several national and international conferences and presented 15 research papers. He has participated in several management development programmes and teachers' training programmes. He is a member of several national and international professional bodies like SMFI, ISTD, AIMA, ISTE, and SMS (USA). His research interests are in the fields of strategy implementation, management control systems and financing infrastructure projects. Currently, he teaches courses in Corporate Finance, Management Control Systems and Financing Energy Projects.

Programme Fee	Programme Dates	Venue
Residential: Rs. 15,000/- Non-residential: Rs. 7,500/-	22 nd , 23 rd and 24 th February, 2012	School of Petroleum Management



9. Basic Managerial and HR Skills

Introduction

In a fast changing business environment, sharpening the basic managerial skill is becoming more and more critical in almost all sectors of the economy. In the present context of Energy sector, the need has become more acute because of the shortage of skill set in the external market. Organizations' has to rely and identify potential manager and help them in acquiring the basic managerial skills for excellence. Further, effective management is impossible without efficient human resource. The intangibility of the human resource has made it distinct and therefore requires the future managers to acquire the basic HR skill.

Learning Objectives

The programme, aims at enabling the participants to handle basic managerial responsibility with special reference to:

- Managerial Planning
- Employee Competencies
- Employee Attitude and Behaviour
- Employee Retention and Motivation
- Leadership and Trust
- Personal Stress

Contents

1. The criticality of Management in the current context
2. Managerial Planning
3. Foundation of Decision Making
4. Work Design and Workforce Planning
5. Managing Employee Competencies
6. Recruitment and Selection
7. Training and Development
8. Managing Employee Attitude and Behaviors
 - Performance Management
 - Incentive Management
9. Retention and Motivation Strategies
10. Leadership and Trust
11. Managing Personal Stress

Who should attend?

Employees having experience in non-managerial or supervisory capacity would benefit most from the programme.

Programme Coordinator

Dr. Ashutosh Muduli has been working as an Associate Professor in the School of Petroleum Management, Pandit Deendayal Petroleum University. Prof. Muduli is a Ph. D in Strategic Human resource management from Berhampur University, Berhampur, Orissa. Basically a HRM specialist, he has developed interest and capability in some key areas of Energy sector like Health and safety management. He has four years of industry experience and more than a decade of post graduate teaching and research experience. His research contribution has been recognized through publications and presentations in institutes/universities of repute like IIMs, BITS Pilani; XLRI, Jamshedpur; Institute of Applied Manpower Research, New Delhi; MDI, Gurgaon; Pondicherry university, Pondicherry; ICFAI university, Hyderabad etc. in the areas of empowerment, workforce agility, achievement motivation, Strategic human resource management, and Talent management. His teaching areas include Strategic Human Resource Management, Talent Management, Training and Development, Compensation system, Manpower planning and policy, Industrial relations, Organizational behaviour, Entrepreneurial motivation, Health and Safety Management etc.

Programme Fee

Programme Dates

Venue

Residential: Rs. 15,000/-

7th, 8th & 9th March, 2012

School of Petroleum Management

Non-residential: Rs. 7,500/-



10. Cross-Cultural Management

Introduction

In the globalised business environment of today, diversity in its various forms is the most critical factor that can affect any organization's business positively or negatively. For most CEOs and managers, managing diversity could mean ensuring sufficient numbers in different minority groups and localizing HR strategies for different countries; whereas diversity management needs to be implemented strategically in order to build highly creative teams, reaching to new customers and enhancing overall organizational effectiveness. Our future global managers need to be not only well-versed on various cross-cultural issues but also well-trained on managing cross-cultural business relationships.

Learning Objectives

The participation in this programme will:

- Help you in understanding issues related to cross cultural diversity at work places.
- Sensitize you to the need for managing differently in diverse cultural environments, and
- Develop skills for diagnosing and understanding heterogeneity of cultures, and to function effectively in them, especially for effective management of business relationships.

Contents

1. Understanding meaning of Culture
2. Cross-cultural differences across the world
3. Understanding 'The East-West Difference' and 'Indigenous Cultures'
4. Culture Shock and Acculturation Process
5. Intercultural Communication
6. Impact of Culture on Work Values and Organizational Practices
7. Understanding cross-cultural diversity at workplaces
8. Working with culturally diverse project teams
9. Managing cross-cultural business negotiations
10. Ethical Complexities in cross-cultural business relationships
11. Cultural Intelligence and Cultural Adjustment
12. Learning Cross-Cultural Competence

Who should attend?

Executives and managers, who are likely to be sent on overseas assignments in near future, will benefit most from the programme.

Programme Coordinator

Dr. Satish Pandey is currently working with School of Petroleum Management, Pandit Deendayal Petroleum University, Gandhinagar as Associate Professor in Organizational Behaviour & HRM area, since August 2007.. Prior to joining IPMG, he has worked with reputed institutions like Mudra Institute of Communications Ahmedabad (MICA) and Nirma Institute of Management Ahmedabad. He has around 14 years teaching and research experience at various institutions. He has presented papers in national and international academic conferences; and published papers in refereed journals like Vikalpa, Decision, Vision, Indian Journal of Industrial Relations and business magazines like The Smart Manager and, Indian Management. His latest research publications are on topics related to stress management, personality, organizational culture, organizational turnaround and organizational learning.

Programme Fee

Programme Dates

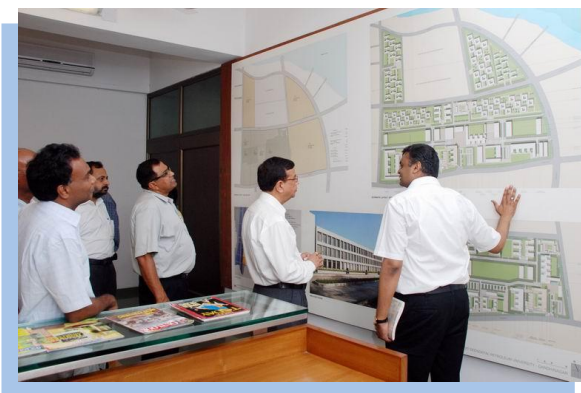
Venue

Residential: Rs. 15,000/-

21st, 22nd & 23rd March, 2012

School of Petroleum Management

Non-residential: Rs. 7,500/-



NOMINATION FORM

Name of the Organization: _____

Address:

City _____ State _____

PIN

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Phone (0) _____ Fax _____

Email _____

Please Tick Mark (✓) the Programmes you would nominate:

Programme Title	✓	No. of Participants	Name & Designation of Participants	Status (Residential/Non-Residential)
1. Creativity and Innovation Management				
2. Social Cost Benefit Analysis (SCBA) in Energy and Infrastructure Projects				
3. Managing Stress for Effective Performance				
4. Competitive Market Dynamics and Business Strategy				
5. Carbon Finance : New Business Opportunities				
6. Corporate Project Management: Strategic and Financial Approaches				
7. Management Control Systems in Competitive Environment				

Programme Title	√	No. of Participants	Name & Designation of Participants	Status (Residential/Non-Residential)
8. Infrastructure Finance				
9. Basic Managerial and HR Skills				
10. Cross-Cultural Management				

Note: The programme fee has to be paid atleast two weeks in advance of the commencement of programme in the form of Demand Draft (DD) in favour of “Pandit Deendayal Petroleum University, payable at Ahmedabad, Gujarat.

Please return this form duly filled in to:

**The Office of the Management Development Programme
School of Petroleum Management
Pandit Deendayal Petroleum University
Raisan, Gandhinagar – 382 007, Gujarat, India
Tel: +91-79-23275125 / 23275124, Fax: +91-79-23276364
Email: mdp@spm.pdpu.ac.in URL: <http://spm.pdpu.ac.in>**



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