

# 5<sup>TH</sup> ADVANCED LEADERSHIP PROGRAMME FOR PUBLIC SECTOR EXECUTIVES

Leadership for Competitive Advantage in the Global Economy

— November 07 – December 06, 2016 —



**Industrial visits to Germany, France, Netherlands, Belgium**



**Indian Institute of Public  
Administration, New Delhi**

(Under Department of Personnel and  
Training (DOPT), GoI)

**In Association with**



**University  
of Potsdam,  
Germany**



**European Institute  
for Asian Studies,  
Belgium**

## **Who Should Attend?**

Senior Executives who are likely to occupy top leadership positions in public sector organizations.

## **Sponsoring Public Sector Organizations**

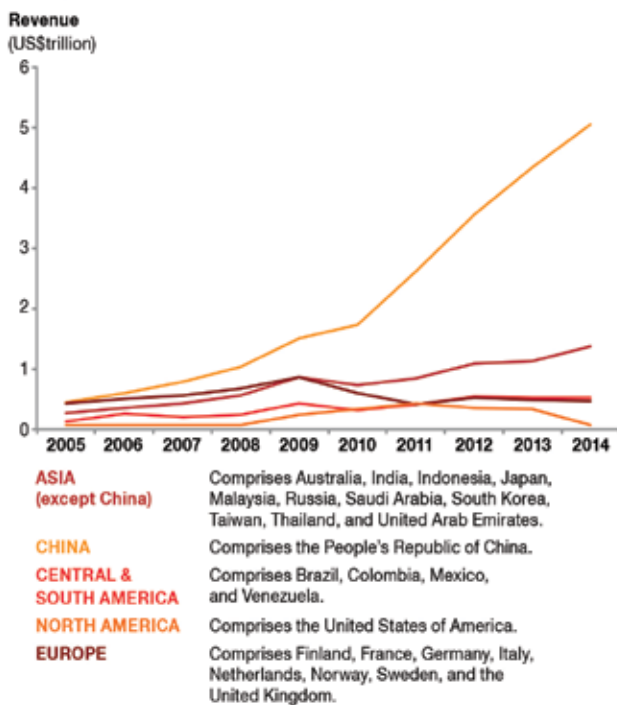
Central Public Sector Companies, State Public Sector Companies, Departmental Undertakings (e.g. Railways, Posts, Ordinance etc.), Statutory Corporations (e.g. FCI, RBI), Public Sector Banks, Insurance Companies and other Financial Institutions, Public Sector Trusts (e.g. Ports), Controlling Departments' nominees to Boards.

### BACKGROUND

State Owned Enterprises (SOEs) are likely to remain an important instrument in any government's toolbox for value creation—value and assets for society collaborating with other stakeholders in the 'penta helix' of companies, not-for-profit organizations, academia, public sector and citizens.

The emergence of large SOEs with global presence, mainly in BRICS countries is the new business reality. For instance, the proportion of SOEs among the Fortune Global 500 has grown from 9% in 2005 to 23% in 2014, driven particularly by the growth of Chinese SOEs depicted in Fig. 1.

Fig. 1: SOEs contribution to Fortune Global 500 over time by region



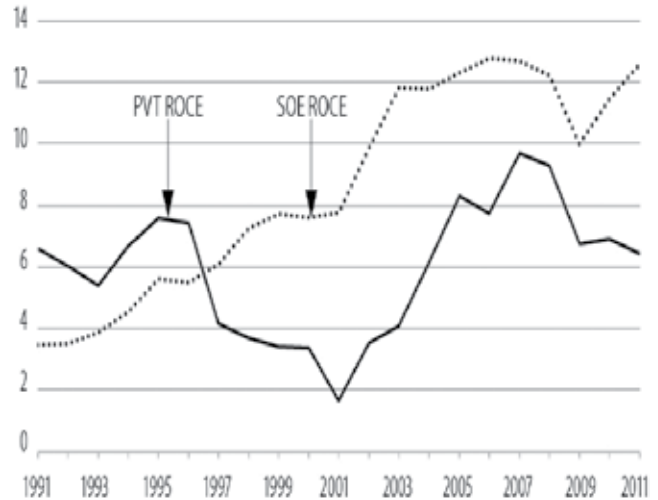
According to PWC study "State-Owned Enterprises: Catalysts for Public Value Creation?" conducted in 2015,

*"...the Indian SOEs are expected to witness a turnover of more than USD 1 trillion by 2020. A large part of this growth will be attributed to investments in modern forms of information technology including cloud, Big Data and mobility. The report notes that with their growing size and dominance, SOEs in India are looking at information technology to meet global competition and be more environmentally responsible, coupled with the ability to be more transparent and accountable, reduce the cost of production and enhance productivity and customer reach."*

It was also well known that in the recent decade (2003-13), the performance of the public sector has substantially improved and that several

loss-making enterprises have turned around after financial restructuring (EPW, 2015). The manufacturing PSEs have outperformed all private sector firms (with income/ turnover of Rs 1 billion and above) till the end of 2011 as shown in Fig. 2.

Fig. 2: Manufacturing Firms Return on Capital Employed (%)



In this changing global economy for competitive advantage, it is necessary to prepare leaders with the vision and capacity to succeed and excel. The Indian Institute of Public Administration (IIPA), a premier institute for senior civil service training, has launched the first ever exclusively Public Sector focused programme for senior executives to prepare them for leadership positions in public enterprises.

### Objectives

- o To prepare enterprise leaders **capable of leading** their organizations to achieve national aspirations in the new globalized era.
- o To **develop a shared** vision for SOEs as a significant contributor to public policy and national objectives in the current global environment.
- o To **enrich the participants through sharing of experiences**, national and international, and provide opportunities for building relationships with key stakeholders.
- o To **develop creative and lateral thinking abilities** for building globally competitive organizations in the public domain.
- o To develop a **critical understanding** of culture and management practices in countries abroad, with implications for Indian organization.
- o To **understand the intricacies** of organization development, public policy and change management in the public domain.

## Participating Organizations in Previous Years



Bharat Electronics Ltd.



Bharat Petroleum Corporation Ltd.



Chennai Port Trust



Coal India Limited



Cochin Shipyard Ltd.



Dredging Corporation of India Ltd.



Engineers India Ltd



Gujarat State Fertilizers & Chemicals Ltd.



Goa Shipyard Limited



Hindustan Petroleum Corporation Ltd.



Indian Oil Corporation Ltd.



Jawaharlal Nehru Port Trust



Mazagun Dock Ltd.



Mishra Dhatu Nigam Limited Ltd. (MIDHANI)



National Aluminium Company Ltd.



NEEPCO Ltd.



New Mangalore Port Trust



Neyveli Lignite Corporation Ltd.



NHPC Ltd.



NMDC Ltd.



NTPC Ltd.



Paradip Port Trust



PEC Ltd.



Power Finance Corporation Ltd.



Power Grid Corporation of India Ltd.



Rural Electrification Corporation Ltd.



The Shipping Corporation of India Ltd.



U.P. State Industrial Development Corporation



VO Chidambaranar, Port Trust

## Modules

### Corporate Governance

Relationship between Government, SOEs Board and Enterprise Management.

Duties & Responsibilities of Directors.

Legal Bases of Corporate Governance.

Accountability, Transparency and Relation with oversight/regulatory bodies.

### Emerging Role of SOEs

Current Status, Challenges & Opportunities for SOEs, Globally & Nationally.

Public Policy & SOEs.

Corporate Social Responsibility.

Business Ethics & Consumer Care.

Disinvestment & Restructuring.

### Global Business Environment

Understanding Global Financial Crisis: Recession & Turn around.

Emerging economies, BRICS and possibilities for the Indian SOEs.

World Trade: WTO and Regional Trading Blocs.

Current Trends in Energy & Environment.

Sustainable Development & SOEs.

### Strategic Leadership

Competitive & Corporate Strategic Thought & Practices.

Financial Strategies in a Changing Environment: Institutions & Instruments.

Transformational Leadership.

Spiritual Leadership.

Decision Making in an Uncertain Environment.

Negotiation Strategies & Skills.

## Dates and Venue

The programme will commence on Monday, November 07, 2016 and conclude on Tuesday, December 06, 2016. The programme will be organized in two phases.

**Phase I** - Two weeks programme will be conducted in IIPA campus starting from November 07, 2016 to November 19, 2016 where the participants will be exposed to the core subjects and their relevance in the success of the enterprise.

**Phase II** - An Overseas Learning Programme, (OLP) of two weeks abroad from November 20 - December 03, 2016. The OLP is being organized in collaboration with the Potsdam Center for Policy and Management, University of Potsdam, Germany and the European Institute for Asian Studies (EIAS), Belgium. The concluding sessions shall be held in IIPA, New Delhi on 5-6 December, 2016.

## Organizational Visits

During the programme, tentative visits to the following organizations and institutions in India and abroad have been planned.

- Parliament of India
- Delhi Metro Rail Corporation Ltd.
- JCB India Limited
- Maruti Udyog Ltd.
- Indian Oil Refinery
- European Union
- Opencast Coal Mine in Germany
- EDF Nuclear Power Generation Unit
- Waste Fed Heating Plant Ruhleben
- Siemens
- Port of Antwerp
- Port of Amsterdam
- TOTAL
- Renault/Volvo

## Programme Fee Structure

The program fees is Rs. 5,40,000/- per person plus applicable Service Tax for Indian Participants. For foreign participants, the programme fee is US \$ 10,000 per person plus applicable Service Tax. The fees includes cost of academic inputs; training kit, boarding and lodging expenses for the entire period of stay in

India, and round-trip economy airfare (group booking) for the study tour. It also includes visa fees, airport transfers, medical insurance, and coach expenses for official visits.

Boarding, lodging, out-of-pocket and sight-seeing expenses outside India will have to be borne by the participants from their per diem, and the same to be paid directly to the concerned travel agent by November 18, 2016.

For administrative convenience, all arrangements for travel and stay in India and abroad will be made by IIPA. There will be **no alternative arrangement**. All the participants will travel, stay and participate in the programme together as a group. Travel booking and stay arrangements at Europe will be coordinated by a reputed travel agent coordinated by IIPA.

Participants should possess passports that are valid at least until June 30, 2017. The Schengen Visa rules stipulate that the passport should have been issued not earlier than 10 years at the time of visa application.

## Payment Details

Programme fee must be credited into the IIPA Bank account given below before the commencement of the Programme. In case of cancellation / withdrawal of the nominations after October 30, 2016, 50% of the programme fees will be charged.

Beneficiary/ Account Name	Indian Institute of Public Administration
Bank Name	UCO Bank
Branch	IIPA 4, Block B, New Delhi-02
Address	
Bank A/C No.	18200100002699
IFSC/Code	UCBA 0001820
MICR Code	110028041
TAN	DELI05218D
PAN	AAATI1032J
STN	AAATI1032J SD01

For foreign remittance, the account details will be provided on request.





## Programme Coordinators

Prof. Nand Dhameja  
 Dr. Roma Debnath  
 Dr. Pawan Taneja

## Contact Person

Mr. Mithun Barua  
 Deputy Registrar (AS)  
 Tel: 011-23468305, 8800131115 (M)  
 Fax: 011-23356528  
 E-mail: iipacontact@gmail.com

## Important Dates

Last Date of Nomination: **October 10, 2016**  
 Last Date for withdrawal of Nomination: **October 30, 2016**



## The Indian Institute of Public Administration (IIPA)

The Indian Institute of Public Administration was set up in March, 1954 to enhance the leadership and managerial capacities of executives in government, public sector enterprises and other public organizations. Independent India's



first Prime Minister Shri Jawahar Lal Nehru, was the first President of the Institute. Currently, the IIPA is under Department of Personnel & Training, Government of India. The Institute has a distinguished and experienced faculty in the multi-disciplinary areas of Public Policy, Economic Analysis, Behavioural Studies; Management Studies, Public Enterprises and ICT. The activities of the Institute comprise four interrelated programmes: training; research; advisory and consultancy services.

## OUR COLLABORATING INSTITUTIONS

### University of Potsdam, Germany

The University of Potsdam is a German public university in the Berlin-Brandenburg region of Germany. The program will be organized by

### Participants Speak

*"One of the best programmes on Public Administration Leadership covering experiences of both India and abroad with special focus on SoEs".*

*Rajiv R. Mishra, Director (Personnel),  
 Central Coal fields Ltd.*

*"The lectures are highly focused and contemporary... coverage of foreign component through visits, lectures and presentation are very good and eye opener vis-à-vis present practices being followed in India".*

*S.Chakravarthy, Director (Technical),  
 Eastern Coal fields Ltd.*

*"Such programme should be a part of each & every PSU in a phased manner so that maximum employees are benefitted from experience that the world has to offer".*

*Gaurav Kumar, Manager (Environment), NHPC Ltd.*

*"The course should be made an annual program for SOEs of India. Later programme can be open to participants from SAARC and other countries".*

*P.P. Srivastava, EVP, PFC Ltd*

*"The interaction during the course study and also with the other participants made me to be expressive".*

*K. Vishwanath, Company Secretary NLCL Ltd.*

*"Fantastic learning programme which has given an excellent perspective of the challenges SOEs face in India, Germany and China".*

*Subodh Batra, GM Retail, HPC Ltd.*

*"The workshop is one of the best leadership programme which prepares the PSU executives for leading their organization and team in this dynamic global environment".*

*V. S. Jamakhandi, DGM (Infrastructure Projects),  
 Mazagon Dock Shipbuilders Ltd.*

*"Programme is giving vision for the Managers to grow as leaders".*

*Ananda Preetam Kumar, JGM (Materials), NMDC  
 Ltd.*

Potsdam Center for Policy and Management, a research and teaching institute of University of



Potsdam, focusing on public policy, management and administration. A recent reputation study by the German Association for Political Science has declared the University of Potsdam one of the three most important German universities and research institutions in the area of policy research and business administrative sciences.

### ***The European Institute for Asian Studies (EIAS)***

The European Institute for Asian Studies (EIAS) is a leading Think and Do Tank based



in Brussels and Luxembourg, the twin capitals of the European Union. EIAS provides academic and hands-on expertise with regard to EU-Asia affairs and developments in Asia, and ensures in-depth, comprehensive research and information exchange. EIAS brings together all relevant stakeholders from the institutional level, diplomatic missions, academia, the corporate sector, civil society, the media and all other important segments of society.

### ***Visiting Faculty***

**Shri Ameising Luikham**, Secretary, DPE

**Dr. Madhukar Gupta**, Addl. Secretary, DPE

**Mr. A.K. Bansal**, Former ADG, MoEF CC

**Shri B.K. Syngal**, Former CMD, VSNL

**Dr. Yogendra Narain**, Former Secretary General, Rajya Sabha

**Shri M.B. Lal**, Former CMD, HPCL



**Shri Ashish Sen**, Dy. GM, HPCL

**Prof. Prabhat Patnaik**, CES, JNU

**Shri Dipak Das Gupta**, Lead Economist, World Bank

**Shri A.K. Jain**, Advisor (Energy), NITI Aayog

**Dr. Bhaskar Chatterjee**, DG, IICA

**Mr. Rajesh Sethi**, CA

**Prof. C.V. Baxi**, Former Director, MDI

**Dr. N.K. Sabharwal**, WIPO

**Mr. Biswajeet Roy**, Exe. Director (HR), Oil India Ltd

**Shri Ashok Rao**, Chief Patron, NCOA of CPSUs

**Dr. Prajapati Trivedi**, ISB

**Shri Sharat Chandra**, PMO

**Ms. B. Mythili**, Cons. Editor, *ET Now*

**Dr. C.P. Shrimali**, Director, MDI

**Prof. M. Akbar**, IIM L

**Dr. Sanjiv Kumar**, Director, NHSRC

**Prof. Neerja Pande**, IIM L

**Dr. Caroline Silva-Garbade**, German Embassy

**Ms. Shao Anju**, SEMC, China

**Prof. Yu Ji**, CELAP, China

**Mr. Wu Baojin**, CELAP, China

**Mr. Kaushal Kishore**, CCI

**Mr. Nitin Jindal**, GIZ

**Mr. Anish Kholi**, Director, Telstra Global

**Dr. U.D. Choubey**, DG, SCOPE

**Shri M. Damodaran**, Former Chairman, SEBI

**Mr. S. Vasudeva**, Former CMD, ONGC

