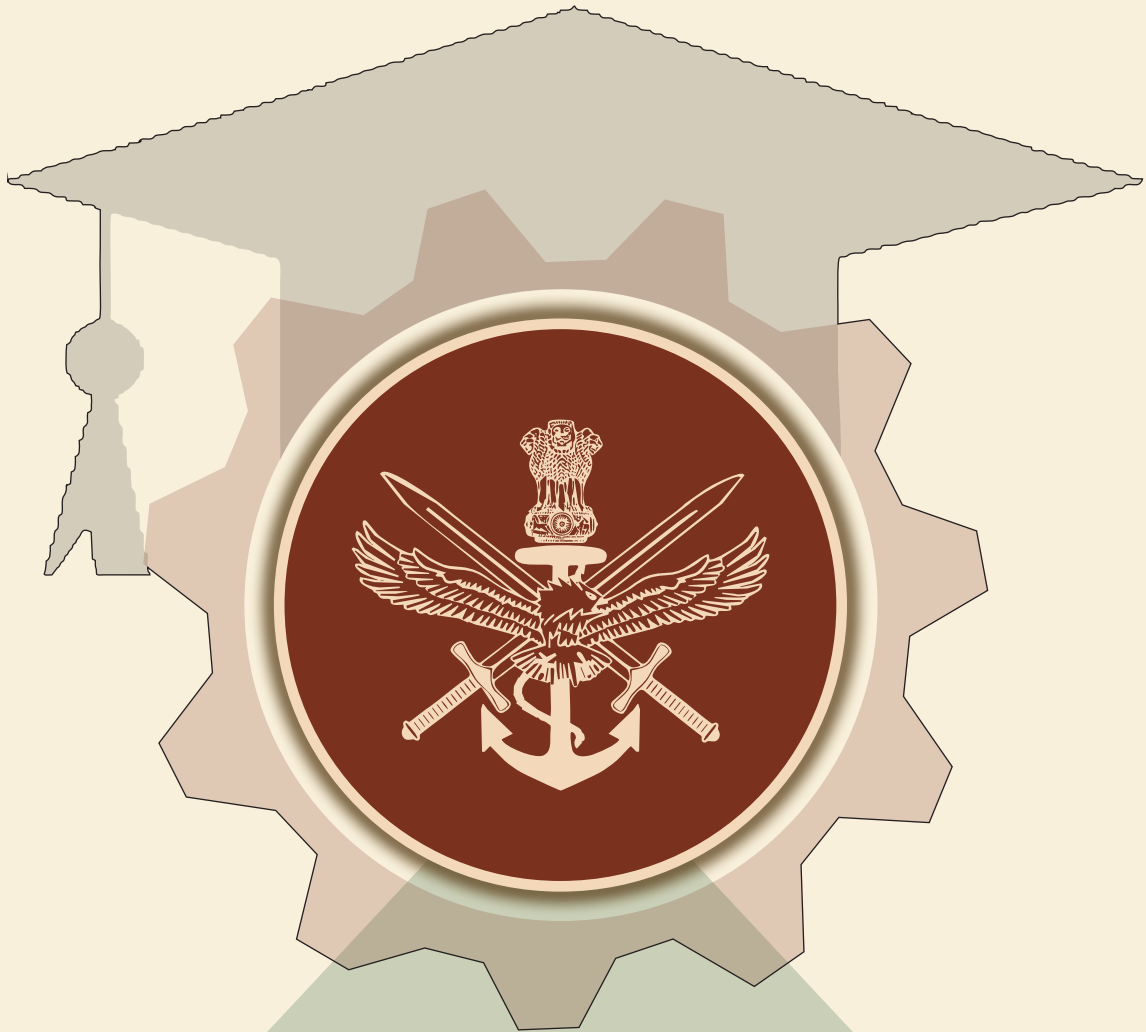




INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



PROGRAMME FOR DEFENCE FORCES



The Indian Institute of Management Calcutta was established as the first national institute for Post-Graduate studies and Research in Management by the Government of India in November 1961 in collaboration with Alfred P. Sloan School of Management (MIT), the Government of West Bengal, The Ford Foundation and Indian industry. The vision of the Institute is to be an international centre of excellence in all facets of management education. Over the past four decades, IIM Calcutta has blossomed into one of Asia's finest business schools. It now has an enviable reputation for imparting high quality management education to some of the best minds in the country. It has been playing a pioneering role in professionalising Indian management through its post graduate and doctoral level programmes, executive training programmes, research and consulting activities. By IIM Act, 2017, IIM Calcutta is an Institute of national importance.





Executive Education Programmes at IIM Calcutta: IIM Calcutta's Executive Education programmes have been designed to effectively spread quality management education among practicing managers, across all levels. These programmes equip experienced professionals with powerful knowledge, tools and resources to tackle the most complex business challenges of today.

Long Duration Programmes: IIM Calcutta was a pioneer in conducting long duration executive education programmes at scale, reaching tens of thousands of working professionals across the country looking for comprehensive and rigorous exposure to core areas of management and emergent best practices, with careful selection and rigorous evaluation of participants.

Customized Long Duration programmes: IIMC regularly offers customized Long Duration Programmes for select Corporate Houses and Government bodies. Programmes are offered both in general management areas as well as functional areas keeping the organization's requirements in view.

The programmes can be held in various formats, including fully on-campus, face-to-face, programmes held at the energizing ambience of our campus.





INAUGURATION

**Business Management
Programme
for
Defence Forces**

(BMPDF)

AUGUST, 2024





Message From Director-in-Charge *Prof. Saibal Chattopadhyay*



It is with great pride that I announce the commencement of the second batch of the Business Management Programme for Defence Forces at IIM Calcutta. This six-month programme is dedicated to enhancing the strategic and managerial capabilities of our Defence personnel.

In today's complex and interconnected world, the ability to navigate the business landscape is essential for operational success and strategic advantage. Through this programme, we aim to bridge the gap between military expertise and business acumen, providing a transformative educational experience to our participants, empowering them to excel in both military and civilian leadership roles. This programme is meticulously designed to integrate the strengths of military discipline, leadership, and operational excellence with advanced business management principles.

Through a comprehensive curriculum that includes modules like strategic management, public policy, leadership development, financial analysis, human resource and innovative problem-solving, we prepare our participants to tackle the complex challenges of the modern business environment. The greatest asset of IIM Calcutta is its distinguished faculty members, whose diverse expertise spanning various disciplines, prepare the professionals with a comprehensive and multifaceted learning experience, preparing them to meet the challenges of today's dynamic military landscape with confidence and competence.

We believe that the skills and values cultivated through military service are invaluable assets in the business world. This programme is committed to fostering these qualities, enabling our participants to become dynamic leaders who drive success and innovation in any organizational context.

I wish success to the upcoming batch of the Business Management Programme for Defence Forces. ”

Thank you!



Message From The Dean (Executive Education)

Prof. R. Rajesh Babu

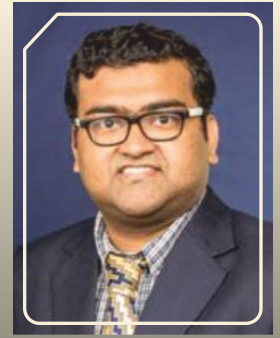
“

I am delighted to present the second batch of the Business Management Programme for Defence Forces, as part of our range of long-duration executive education programs. The batch comprises of highly motivated officers who have served or are currently serving in the Indian Navy, Army, and Air Forces. This program stands out as it is an exclusively campus-based face to face programme lasting six months. As the oldest IIM in the country, IIM Calcutta is proud to have developed this program with a focus on the specific needs of army officers planning a transition to a civilian professional career. In designing this programme, we have taken into account inputs from the Directorate General Resettlement and some prospective participants. With our world-class faculty, diverse expertise, and pedagogic methods, this program is set to flourish as a specially tailored management program to meet the needs of the participants. We are dedicated to making this program highly sought after. Like everything else we do, I am confident this programme will also carry the prestigious hallmark of academic and professional excellence that IIM Calcutta is known for historically.

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Programme Directors' Speak



Name : Nandita Roy

*Assistant Professor -
Business Ethics & Communication Group*

Ph.D. in English Literature,
Jadavpur University (2017)
2007-2009: M.A., English Literature,
Jadavpur University.

Name : Somdeep Chatterjee

Assistant Professor - Economics

PhD in Economics;
University of Houston (TX, USA) - 2016
MA in Economics;
Jadavpur University - 2011
BA (Hons) in Economics;
Jadavpur University - 2009

“ We are extremely happy to introduce to you the 1st batch of the Business Management Programme for Defence Forces (BMPDF) from the Indian Institute of Management Calcutta (IIM C). Our foremost endeavour in developing this program was to make an earnest effort in ensuring a seamless transition for the participants from their military background to the industry. In the process, we have engaged them in a management curriculum with the flagship rigor that IIMC stands for in terms of its endowment of delivering excellence in management education and training over decades.

Our focus has been on providing the best possible academic resources within management theory while also exposing the participants to cutting edge modern management practices through insightful use of our well acclaimed case-based interactive pedagogy. Being an on-campus programme, the BMPDF provided the participants with a fully immersive experience of the IIMC academic infrastructure and knowledge base.

All our instructors have been encouraged to challenge the participants to think beyond the textbook content or course materials and foster innovative and engaging discussions to jointly curate solutions to relevant management problems. This interactive method of teaching has been tailored to the needs of the programme participants such that all our modules included specific topics on modern management and new developments in the field apart from providing basic foundations of each management discipline. The modules were each divided into 2-weeks of lectures, group study, assignments and examinations with 15 hours of classroom contact hours with faculty. There are 10 such modules pertaining to different aspects of management and catering to the needs of the participants

This includes modules on Financial Analysis and Management, Economics, Business Ethics and Communication, Strategic Management, IT and Systems, Human Resource Management, Organization behaviour, Marketing Management, Operations Management as well as a module on Public Policy and Management.

Apart from these 10 modules, we also engaged the participants in an ice-breaker introductory module where we provided them with an overview of the management education and principles therein as well as introduced them to our case-based pedagogy. Consequently, we can assure that the lectures delivered by the globally renowned IIMC faculty in these modules present the most industry relevant content and case studies to prepare the participants to take on demanding leadership roles. We also have a Capstone Project Module at the end of the taught modules for synthesising the learnings from the various disciplines into practical applications and to help in developing analytical solutions for critical business problems and questions.

The BMPDF is a customized programme to enable the participants in developing the required managerial skills before they are ready to take on industry roles and allows the military officers to upskill their managerial abilities to a level that allows them to explore these alternate career paths after completing this program. We are upbeat and confident that BMPDF batch 1 participants are ready to take on industry challenges and are adequately equipped for a corporate career.”

This program is specifically designed for the officers of the Indian Armed Forces seeking post-retirement resettlement. In order to facilitate a successful transition of the officers from the defence forces to the business world, the program seeks to equip them with skills, insights and vision to thrive professionally in an industry or entrepreneurial career. To this end, the curriculum of this program has been crafted to introduce participants to the core concepts of management that will enable them to achieve the fundamental and foundational skills necessary to operate cross-functionally in the business world. Modules delivered in the program include concepts in organizational behaviour, human resource management, finance, economics, managerial communication, operations, marketing, strategic management among others.

These core concepts will also function as a springboard for emerging ideas that are imbricating contemporary management theory and praxis. To ensure that participants are future ready, the program incorporates management principles which have evolved in the modern era and are essential to adapt to a dynamic business and economic environment. Modules on digital transformations, business analytics, behavioural economics and finance, storytelling and gamification, testing and experimentation, among others, are a part of the curriculum to ensure that the participants are not only well versed in the fundamentals of management but also adept at cutting edge concepts.



MODULES

Introductory Module

MANAGERIAL COMMUNICATIONS

Module 1

Module 2

INFORMATION TECHNOLOGY AND SYSTEMS

STRATEGIC MANAGEMENT

Module 3

Module 4

ECONOMICS OF BUSINESS

ORGANISATIONAL BEHAVIOUR

Module 5

Module 6

OPERATIONS MANAGEMENT

MARKETING MANAGEMENT

Module 7

Module 8

FINANCIAL ANALYSIS AND MANAGEMENT

HUMAN RESOURCE MANAGEMENT

Module 9

Module 10

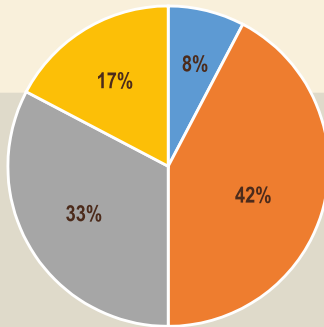
PUBLIC POLICY AND MANAGEMENT

Capstone Project Module



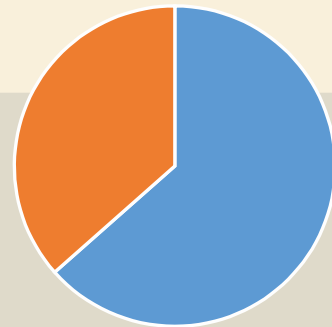
STUDENTS' PROFILE : BATCH 01 (2023 - 24)

No of participants



■ Retired ■ Airforce ■ Army ■ Navy

No of participants



■ Male ■ Female



FACULTY SPEAK



**Prof. Saptarshi
Purkayastha**

Who is an effective manager? How does a manager constantly motivate oneself and the team? Managers are constantly looking for answers to the above questions so as to find ways to accelerate their careers and their teams in higher trajectories. The 15 hour program on 'Strategic Management' discusses ways which would help participants to achieve the above objective. In this program, participants can test their decision making abilities and also enhance them so as to help the organization achieve sustainable growth in the long run. It recognizes that an effective manager is required to address the concerns of multiple stakeholders, such as peers, superiors, juniors and vendors; and thus there are contrasting pressures on the managers. This course will introduce the concept of strategy and the unique dimensions within this field to the participants and thus, help them to make relevant choices to become more effective.

Taking decisions under certainty is easy. However, business leaders face immense challenges when they are faced with decision making under conditions of risk and uncertainty. It requires that leaders balance their experience and expertise with careful analysis of the current decision context. It necessitates that leaders develop and harness their critical thinking capabilities by questioning their assumptions, drawing similarities across decision situations, and by relying on data. While it was encouraging to see the participants of the Business Management Programme for Defence Program draw from their rich repertoire of experience while solving case studies in the class, it was even more inspiring to see them question their beliefs and pre-conceived notions. The first stage of any learning process, is unlearning and these participants exhibited keenness to do exactly that. The corporate world can benefit a lot from their involvement, and I wish the participants well as they embark on this transformational journey.



**Prof. Lakshmi
Goyal**



**Prof. Avijit
Bansal**

It is my privilege to interact with and teach the officers of the Indian Armed Forces at IIMC. The program participants already possess leadership skills and come with a rich experience based on the learnings from their service. This program exposes the participants to crucial business concepts from all management domains and employs various pedagogical tools to enhance their learning experience. A combination of their leadership skills and learning of business from IIMC equips them to take up middle and senior management positions in corporate organizations. Besides training candidates for managerial roles, IIMC has a rich history of encouraging and supporting budding entrepreneurs. The critical method of thinking that IIMC pedagogy imbibes also prepares the program participants for embarking on an entrepreneurial journey. I strongly encourage our industry partners to recruit candidates from this program at IIMC.

Participants of the Business Management Programme for Defence Forces (BMPDF 01) represent highly disciplined, goal-driven, agile, and motivated professionals. These Officers of the Indian Defence Forces bring their unique understanding of several essential business functions to the classroom, especially logistics and supply chain management. This helps the participants efficiently align their skill sets with contemporary management practices. Their diverse experience in managing operations under critical and time-sensitive conditions is unique. I wish the course participants well in their future endeavours, whether at work or in continued education.



**Prof. Vishal
Bansal**



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

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