



**National Institute of  
Bank Management**



**Kellogg**  
School of Management

**Programme on  
Leadership Development for  
Corporate Excellence**  
in Collaboration with  
**Kellogg School of Management**  
Northwestern University, USA

*Coordinators*

**Prof Kalyan Swarup**

**Dr Shomi Srivastava**

**Module I**

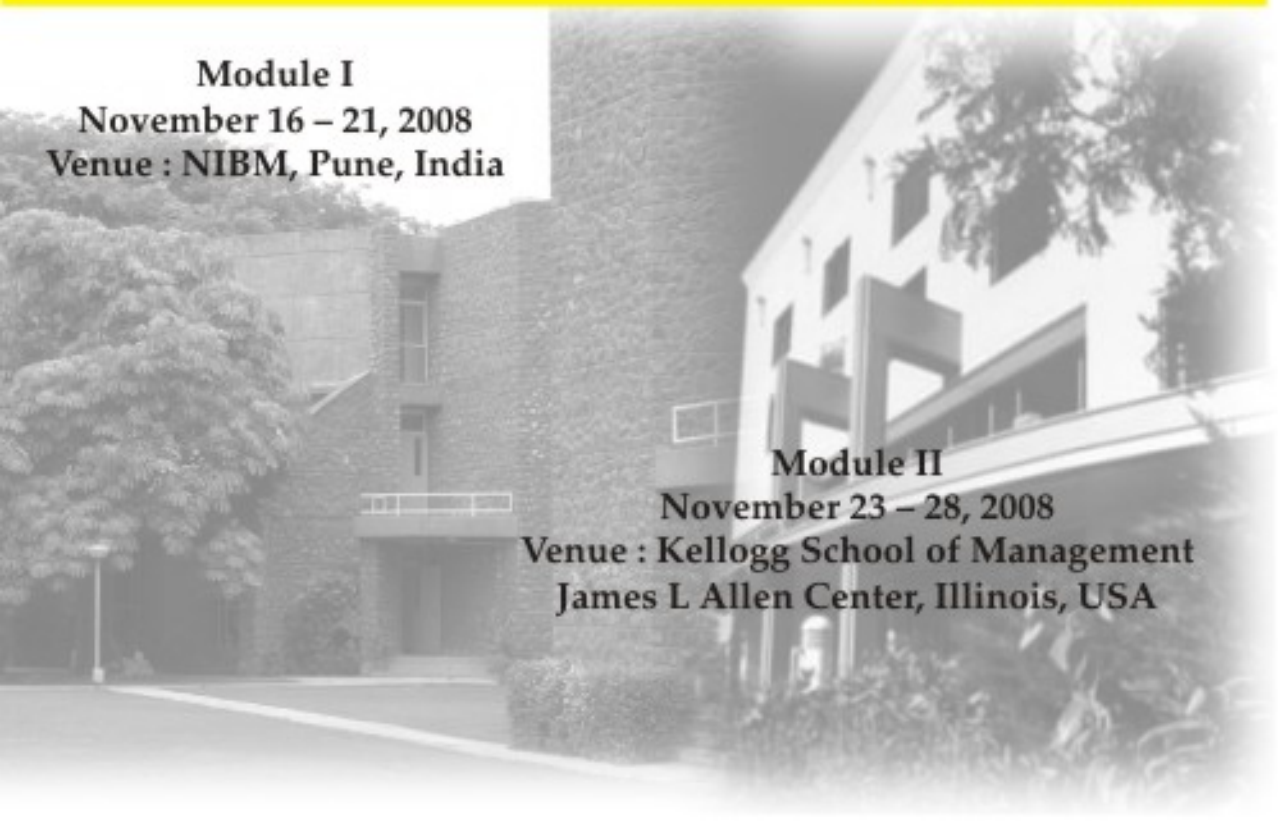
**November 16 – 21, 2008**

**Venue : NIBM, Pune, India**

**Module II**

**November 23 – 28, 2008**

**Venue : Kellogg School of Management  
James L Allen Center, Illinois, USA**



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Leadership Development for Corporate Excellence  
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### **Introduction**

To meet the emerging challenges in a globalized highly competitive, turbulent and uncertain environment, Indian banking and financial system will have to nurture and develop institutional leaders to steer their organizations to the path of glory. In order to encourage development of institutional leadership it is necessary to have a new approach to the role of senior/top executives. Such an approach should offer opportunities to talented executives to become effective leaders through education, exposure and action-oriented roles and responsibilities. They should have time available for renewal and reflection. They must act, test, argue, pursue, innovate and learn. Traditionally, it was believed that successful executives must realize the importance of creating a vision and setting a direction to realize the vision. While these traditional roles of the executives are extremely important, in addition, today the successful executives must also be agile, recognize the need to shift and adapt as needed.

NIBM's objective in launching the Programme on Leadership Development for Corporate Excellence is to prepare potential top leaders in banking industry to effectively discharge their roles in the emerging environment. The programme is designed to provide two broad types of inputs. The first category of inputs seeks to enhance participants' awareness of the emerging external environment – Economic, Sociological, etc. aspects of the environment would be focused on. It would also highlight issues in interfacing banking organizations with their external environments. Interfacing-related issues such as envisioning, scenario building, corporate strategy, and business strategy would also be covered. Functional issues such as management of technology, human resources, and marketing would also be covered along with issues of human values, business ethics and leadership. It is NIBM's thinking that providing inputs on these aspects to the potential top leaders will broaden their perspective of the environment, strategic issues, issues in functional management, leadership issues and value-related issues. To complement the inputs to be provided for broadening of perspectives, more specific inputs on the concepts, techniques, processes, etc. related to various aspects of managing and leading will be provided through a module at Kellogg School of Management of Northwestern University, USA.

### **Distinctive Features of the Programme**

Some of the distinctive features of the programme are as follows :

1. This programme is grounded on the belief that the potential top leaders in banking and finance will benefit from inputs that broaden their perspective of the external environment and internal aspects of banking and finance organizations. The programme will provide these inputs at NIBM, Pune through two pedagogical means :
  - Lectures by eminent scholars, observers or practitioners, followed by participant discussions on the lecture themes.
  - Participant group presentations/discussions on various issues related to the topics covered in the lectures and discussion papers.
2. The provision of inputs aimed at broadening the participants' perspective will be complemented by provision of inputs on concepts, tools, techniques and processes at Kellogg School of Management of Northwestern University in the USA. The topics in this module will be covered by professionals and professors with relevant expertise. Cases from global context also will be included.

There is a likelihood of the Institute finalizing an arrangement to facilitate guided application of participants' programme learning. In this arrangement, the participants will receive ongoing guidance from NIBM for the application of the learning derived from the programme in their work

settings over a period of time (about six months). This guided application will be followed by sharing of the participants' application experiences and provision of further inputs.

### **Programme Content and Pedagogy**

The first module on perspective-broadening would provide inputs on the following aspects :

- Environmental Analyses and Scenario Building
- Future Scenario in Indian Economy and Role of Banks
- Future of Financial Markets and Instruments
- Structural Issues in Banking
- Risk Management Perspective
- Strategic Role of HR in the Business of Banking
- Human Resource Development – Building an Employee-centric Organization
- Creative Leadership in the Era of Globalization
- Issues of Social Concern & Corporate Social Responsibility
- Managing Stress and Maintaining Harmony at Work
- Corporate Governance
- Managing Transition

Inputs on the above issues will be provided through a combination of three pedagogical means outlined earlier.

The second module on concepts, tools, techniques and processes would be conducted at Kellogg School of Management of Northwestern University, USA and would cover the following aspects :

- Strategic Decision Making
- Corporate Governance
- Organizational Capability and Design, and Competitive Advantage
- Marketing and Global Branding
- Information Technology
- Leadership and Team Building

These topics will be covered by scholars with relevant expertise. Cases from global context will be included.

### **Kellogg School of Management**

The Kellogg School of Management of Northwestern University, founded in 1908, is widely recognized as a global leader in graduate business education. The school is home to a renowned, research-based faculty and MBA students from more than 50 countries of six continents.

### **Mission of Kellogg**

"The J. L. Kellogg School of Management of Northwestern University will be recognized as the premier global resource for 21st century management, scholarship and leadership."

Renowned Professors of the School are going to take sessions in the collaborative programme in a perfect academic setting in the James L Allen Center of the School, on the banks of the Michigan Lake. Participants would be awarded Certificate of Participation by Kellogg & NIBM.

### **Target Group**

Potential Leaders (Scale V, VI and VII) from Banks/Financial Institutions.

### **Dates**

Module I : November 16 – 21, 2008

Module II : November 23 – 28, 2008

## Venue

- Module I : National Institute of Bank Management, NIBM Campus  
Kondhwe Khurd, Pune, India
- Module II : Kellogg School of Management, James L Allen Center  
2169 Campus Drive, Evanston, Illinois 60208-2800, USA

## Fees per Participant

US \$ 8000 for foreign participant  
Rs. 2.50 lakhs for member or Rs. 3 lakhs for non-member Indian institutions

(For the payment to be made to Kellogg School of Management, a conversion rate of INR42 = 1USD is assumed; any currency fluctuation beyond this rate needs to be borne by the respective bank.)

**The Programme is fully residential.** The fees cover the cost of programme material, full boarding and lodging on both locations. The fees may be remitted by demand draft/pay-order made out in favour of 'National Institute of Bank Management', drawn on any bank and payable at Pune.

## TDS Exemption

Kindly note that NIBM is exempted under Section 194 J of the Income Tax Act, 1961, and hence no tax is deductible at source from any payments made in its favour.

## Special Instructions

- Participants should have valid passport covering the programme duration.
- Participants are advised to initiate the process of obtaining visa for the relevant period of the programme from the US embassy at the earliest. To expedite this process participation letter from Kellogg School of Management can be made available on request.
- The responsibility of obtaining the visa lies with the individual participant.
- Participants should make their own arrangements to leave for O'Hare International Airport, Chicago, USA from Mumbai International Airport and reach Kellogg latest by the afternoon of November 22, 2008.
- Stay arrangements at Kellogg will be upto November 24 morning only. Return bookings should be made accordingly.

## Nominations and Enquiries

Kindly address your enquiries and nominations along with the fees to :

Prof Kalyan Swarup/Dr Shomi Srivastava  
Programme Coordinators  
National Institute of Bank Management  
NIBM Post Office  
Kondhwe Khurd  
Pune 411 048 INDIA

Telephone : 0091-20-26716000, 26833080 (EPABX)  
Fax : 0091-20-26834478  
E-mail : kalyan@nibmindia.org  
shomi@nibmindia.org  
Director's Office : 0091-20-26831581  
Fax : 0091-20-26831447  
E-mail : director@nibmindia.org  
Website : <http://www.nibmindia.org>

## Last Date for Receiving Nominations

October 11, 2008