IIMB-CREDAI
BUSINESS LEADERSHIP PROGRAMME

Programme Director
Professor Venkatesh Panchapagesan

Programme Duration
September 30, 2019 - April 24, 2020
This programme is envisaged as a fully residential programme and will be organized into 5 modules of 4 to 5 days per module. These modules are spread over 8 months, as indicated in the following table. While the number of days in each module will remain as planned, the content may be modified based on faculty schedule.

This programme covers a lot of ground in a very short time frame. Hence, it is important that the participants attend all the modules to get the most out of the programme. Participants with less than 75% attendance across all modules will not be provided with a certificate of completion. Participants must also plan to allocate some time in-between the modules to work on assignments and pre-reads.

Businesses need to constantly evolve and adapt to changing needs and preferences of their key stakeholders – customers, regulators, investors, vendors and employees. Real estate industry is no exception. These changes are compounded by structural trends such as digitization and changing demographics. Leaders of these businesses need to be first aware of these changes, be able to manage them through creative systems and processes, and then be able to evangelize the response to ensure that the entire organization is unified in its purpose and action. While charismatic leaders do appear once in a few generations, most leaders need to arm themselves with latest tools and techniques to navigate this transition. Keeping this need in mind, CREDAI has initiated a programme with the Indian Institute of Management Bangalore called the “IIMB-CREDAI Business Leadership Programme (BLP)” for the leaders of the real estate industry. The 2019-20 cohort will be the 7th batch of the programme.

This programme is designed to help CREDAI members meet the key challenges of managing in today’s dynamically changing and complex environment. The constant flux in the business and political environment makes it crucial for business leaders to continuously review their existing worldviews and explore new ways of building and sustaining the competitive advantages for the firms they lead. It requires not only an in-depth cross-functional knowledge and an ability to make decisions using a strategic perspective but also awareness of personal strengths and weaknesses. The proposed IIMB-CREDAI Business Leadership Programme aims to allow participants to manage this development agenda.

The objectives of BLP are to help the participants achieve a personal and professional transformation towards visionary leadership in their organizations. The programme is aimed at helping participants to

- Become strategic thinkers and dynamic leaders who shape the industry’s future and its structure in a dynamic and fast-growing industry.
- Understand and assimilate emerging concepts, technology and business practices in achieving operational excellence and superior competitive performance.
- Help reflect on their personal leadership skills in all the spheres they engage in – business, personal and family.
- Appreciate trends and headwinds in the real estate industry to be able to manage and use them to their advantage.
<table>
<thead>
<tr>
<th>MODULES</th>
<th>I</th>
<th>II &amp; III</th>
<th>IV</th>
<th>V</th>
</tr>
</thead>
<tbody>
<tr>
<td>THEME</td>
<td>Setting the Strategic Context</td>
<td>Developing the Organization</td>
<td>Developing the Individual</td>
<td>Leading the Organization</td>
</tr>
</tbody>
</table>
| CONTENTS | • Setting stakeholder expectations  
• Understanding the macro environment that we operate in  
• Learning to use a strategic perspective for decision making  
• Understanding innovation and how it can be used in organizations  
• Emerging issues and challenges for the real estate industry | • Strategic management of core functional areas – finance, operations, people and processes, marketing and sales etc.  
• Creating valuable brands  
• Adapting to the digital revolution through effective marketing and customer relationship management  
• Learning the art of negotiating  
• Managing growth using a systematic approach  
• Performance measurement and talent retention  
• People management  
• Using “real options” approach to decision making  
• Integrating real estate startups into your organization | • Understanding oneself and how we make decisions  
• Unconventional thinking to improve productivity  
• Developing the entrepreneurial mindset  
• Owner-manager as a coach  
• Developing design thinking capability  
• Learning from experiences of business leaders in other industries | • Visioning for leaders  
• Strategic and high impact leadership  
• Inspiring organization using time-tested techniques  
• Market leadership under uncertainty  
• Protecting the future through diversification and effective governance  
• Securing family owned businesses and grooming future leaders |
| ADDITIONAL INPUTS | • Harvard Business Review articles and cases  
• Leadership simulation exercises  
• Outbound team-building exercises  
• Chai pe charcha (informal group discussions each module to collect, synthesize and solve problems faced by the participants in their businesses; moderated by faculty)  
• Street Talk series (regular talks by business leaders and regulators who share experiences on practical application of concepts discussed in these sessions)  
• Engagement with NSRCEL, IIMB’s startup incubation centre, on potential investment opportunities | | |

**TARGET PARTICIPANT’S PROFILE**

The participants for this programme would typically be

- Senior members of the family running their successful businesses and
- First-generation entrepreneurs

The participants should have a bachelor’s degree in any discipline and a preferable post-qualification work experience of 3 years or more. In exceptional cases, applicants with less than 3 years can be considered for admission into the program.
Prof. Venkatesh Panchapagesan  
Finance & Accounting, IIMB  
- Chair, Real Estate Research Initiative  
- Ph. D. in Finance, University of Southern California  
- Post graduate Diploma in Management (equivalent to MBA), Indian Institute of Management Calcutta  
- Chartered Accountant  
- Cost and Works Accountant  
- Bachelor of Commerce, R.K.M. Vivekananda College, Madras University

Testimonials

Participants of 2018-2019 batch

There is much more to the program than what I initially expected. It has been a phenomenal leadership training, personal growth and professional development experience. It has changed my approach towards my business. I have been able to implement new practices and processes in my organization and could see the change in overall business experience. I must recommend this program to all CREDAI members to learn upward and constructive business practices.

Deepak Kapoor, Director Gulshan Homz and Governing Council Member CREDAI Western UP

I have always strived for excellence in my domain and had never thought of entering a classroom again. But, when the chance to attend the IIMB – Business leadership program came up, I couldn’t refuse it. It is really worth your time to attend this excellent program. It gives you a totally different kind of experience. It changes not only your personality but also your style of working which adds to your corporate growth. I will highly recommend all the business leaders to attend this program.

Veenu Singhal, Vice President, Gaurs Group
Participants of 2016-2017 batch

I was pleasantly surprised at the meticulous way in which issues across aspects of a real state business were addressed. Subjects like succession planning, professionalization, personal improvements, coaching, owner-manager relationships, diversification, finance simplified & even spiritualism were handled in an effective way, keeping in mind the varied age groups across the class. Learnings also came from peers as much as it was from the faculty.

Abhijeet Salkar, MD, Susheela Homes&Properties Pvt. Ltd.

Participants of 2017-2018 batch

It was an amazing program with a lot of Insights into different Aspects & Scenario of our industry. A new dimension of thinking and vision of what we do and why we do.

Mr. Sandeep Subramanyam, Director-Trendz Developers

The course was very useful for us to find the voids in organization. Best practice, Tools & Techniques were taught. An excellent program by CREDAI. To make the developers more professional and understand the Industry well.

Bharat Kumar, Director-Sumadhura Infracn Pvt Ltd

Enrolling into CREDAI IIMB program was the best decision i took for my personal and business growth, it opened my eyes to a new horizon. Vast range of subjects has been covered some of which was need of the hour such as digital marketing, design thinking. Apart from course what i believe is peer to peer learning was very important. I have learned their practices, techniques, technology they use in their Organization. And that played an important part in my Business growth. I would recommend all youth and senior CREDAI members to take part in this course for the betterment of themselves and their organization.

Prasann Kumar Neelay, Director, Aishwarya Group

It gave me exposure to world class management practices which can be adopted with ease in our industry. The quality of interaction with professors and with our peers ensured that every aspect being taught has been ingrained in our system and can be adopted in our business.

Ashish Krishnaswamy, Director, Greystone Homes LLP

The course equipped me with a good understanding of the multiple facets of business management. It helped me to understand the big picture & more importantly, encouraged me to ask the right question. It helped to shape my strategic mind set and added a new dimension to the roles i play along the way.

Kishore Jain, Director, Jain Heights and Structures Pvt. Ltd
HOW TO REGISTER FOR PROGRAMME

- Interested participants are required to submit CREDAI's Participation Declaration Form (provided at the end of the document) to:
  
  Ms. Meenakshi Chopra and Ms. Balvinder Kaur  
  Confederation of Real Estate Developers' Associations of India  
  CREDAI, PHD House, 4/2 Siri Institutional Area, August Kranti Marg, New Delhi-110016  
  Mob: 9911639410, 98733 10839  
  Ph: +92-11-43126200  
  Email: meenakshi@credai.org and balvinder@credai.org

- After receiving confirmation on your nomination from CREDAI, please register online at IIMB portal http://iimberpsrv.iimb.ernet.in/prod/sleep.home by filling in all the details

- Pay 100% fees online on IIMB website. Link for payment will be activated *ONLY AFTER* you complete your online registration.

- The application processing fee to be paid directly on CREDAI payment gateway https://credai.org/credai-payment/online-register

- You need to complete the payment on "BOTH" IIMB and CREDAI websites to have your seat confirmed in the programme.

- The Welcome Letter will be sent by IIMB to all the participants subsequently, on receipt of payment. Kindly do not make your travel plans until you receive the Welcome letter from IIMB.

- Last date to register with payment completed – August 30, 2019

PROGRAMME FEE

Payable from Participant to IIMB

Programme fee per participant is Rs. 5,90,000 inclusive of GST in favour of “Indian Institute of Management, Bangalore”. The fee covers reading materials, training, food and lodging, alumni membership (does not include travel costs).

Payable from Participant to CREDAI

A nominal amount of Rs. 17,700 inclusive of GST (Rupees Seventeen Thousand Seven Hundred only) would be payable to CREDAI towards application processing fee.
PARTICIPATION DECLARATION

NAME OF APPLICANT (As mentioned in the Passport) __________________________________________________

NAME OF COMPANY _____________________________________________________________________________

DESIGNATION IN THE COMPANY _____________________________________________________________________

ADDRESS OF THE COMPANY ______________________________________________________________________

________________________________________________________________________

CITY___________________________________ ________________ STATE_________________________________

MOBILE No.___________________________________________ PHONE (off) ________________________________

EMAIL ID ________________________________________________________________________________________

COMPANY WEBSITE _______________________________________________________________________________

COMPANY GST No. ________________________________________________________________________________

EDUCATION QUALIFICATION ______________________________________________________________________

YEARS OF EXPERIENCE IN REAL ESTATE BUSINESS _______________________________________________

NAME OF ASSOCIATION TO WHICH THE APPLICANT BELONGS ______________________________________

CITY______________________________________ STATE ______________________________________________

PROGRAMME FEE

Payable to IIMB

Rs. 5,90,000/- (Rupees Five Lakh Ninety Thousand only), inclusive of GST, for the IIMB-CREDAI Business Leadership Programme.

Payable to CREDAI

Rs. 17,700/- inclusive of GST (Rupees Seventeen Thousand Seven Hundred only) would be payable to CREDAI towards application processing fee.

DECLARATION: I hereby declare that the information furnished herein above is true to the best of my knowledge.

_____________________________________
Signature of the Applicant
ABOUT IIMB

The Indian Institute of Management Bangalore (IIMB) is a leading graduate school of management in Asia. Established in 1973, IIMB today offers a range of post-graduate and doctoral level courses as well as executive education programmes. With a faculty body from amongst the best universities worldwide, IIMB has emerged as a leader in the area of management research, education and consulting. IIMB’s distinctive feature is its strong focus on leadership and entrepreneurial skills that are necessary to succeed in today’s dynamic business environment. IIMB has around 100 full time faculty members, more than 1200 students across various long duration programmes and nearly 5000 annual Executive Education participants.

The major programmes offered by IIMB:

- 2-year Post Graduate Programme in Management (PGP)
- 1-year Executive Post Graduate Programme in Management (EPGP)
- 2-year weekend Post Graduate Programme in Enterprise Management (PGPEM)
- 1-year Post Graduate Programme in Public Policy & Management (PGPPM)
- Fellow Programme in Management (FPM, doctoral programme)
- Executive Education offerings of short and long-duration programmes through open enrolment or customization, for various levels of experienced professionals across industry, and international programmes
- Faculty Development Programmes for teachers in universities and colleges
- Massive Open Online Courses (MOOCs) to management learners across the globe to create positive social impact using educational technology

IIMB has obtained the European Quality Improvement System (EQUIS) accreditation awarded by the European Foundation for Management Development (EFMD). IIMB has been ranked No. 1 in the India Rankings 2019 in the Management Education category under the National Institutional Ranking Framework (NIRF) by the MHRD. IIMB has been ranked among the Top-50 global schools by the Financial Times Executive Education Rankings 2019 for the fifth year in succession.

VISION

To be a global, renowned academic institution fostering excellence in management, innovation and entrepreneurship for business, government and society

ABOUT CREDAI

The Confederation of Real Estate Developers’ Associations of India (CREDAI) is the apex body of Private Real Estate developers in India. CREDAI represents over 12000 members across 23 state and 205 cities. In this endeavor, CREDAI interacts with Government, academics and media. In particular, AI partners with the Government in its programme of ‘Housing for All by 2022. CREDAI promotes fair play and transparency in the business of real estate. In particular, to safeguard the interest of home buyers, the members of CREDAI voluntarily adopt a ‘Code of Conduct’. Consumer Grievance Redressal Forum have been set up to serve as the first port of call for home buyers to register their complaints and have them resolved efficiently and cost-effectively.