

News monitored for: ISB

THE ECONOMIC TIMES

Senior Execs Head Back to School to Reskill Themselves

Target career jumps, better management of slowdown challenges; ISB seeing 25% growth in participation

Honing Leadership Skills

Execs attending education programmes at ISB



HBS India Research Center plans 10 programmes for executives this year, against 3 last year

IIM-KOZHIKODE will start two new one-year programmes on HR management & IT

Batch size of exec PG programme at IIM-K



ANUMEHA CHATURVEDI
NEW DELHI

Liane Cabral Ghosh was working as a senior manager and strategist at Dell's research and development centre in Bangalore, when she decided to enroll for an INSEAD leadership programme for senior Indian executives last August.

"I was growing well in technical functions, but did not have management skillsets. I wanted a programme that could provide a career jump for senior leadership positions," says Ghosh. The programme concluded last month, and it seems that Cabral has been taught well. She joins Canadian IT company Innovatia this month as country manager.

Senior-level professionals across functions, profiles and industries are going back to school for short-term and long-term executive education programmes in order to reskill themselves. Ghosh's batchmates at INSEAD included Rajshree Naik, the marketing head of Forevermark, De Beers; and Manesh Nair, former director of business relationship consulting, India and Thailand, at American Express, and after the course, global director for partnership development posted at American Express, New York.

"We are witnessing a growth of 25% when it comes to participation in 'open enrollment' executive education programmes every year," says Deepak Chandra, deputy dean at the Indian

School of Business (ISB).

Open enrollment programmes are meant for professionals from all fields looking at a specialisation in functions like marketing, finance or sales strategies. ISB will host 5,000 such students this year. It currently offers 45-50 such programmes, up from 5-6 a decade ago. The courses at ISB last anywhere from a week to a month.

"Reskilling assumes greater importance in challenging times," says Chaitanya Kalipatnapu.

Kalipatnapu is co-founder and director of Eruditus, a firm promoted by the alumni of INSEAD and Harvard Business School (HBS) to deliver executive education programmes. "Business schools witness a spike in activity during a slowdown, as candidates

consider it safe to turn to education and feel the slowdown would be over and done with by the time they pass out."

Among the IIMs, Kozhikode is the only one to offer a two-year executive post-graduate programme in management for professionals. The batch size for this programme accredited by the London-based Association of MBAs (AMBA) has increased from 220 in 2010-12 to 333 for 2012-14.

"We have increased the batch size owing to a significant demand for this course among professionals," says C Raju, professor, quantitative methods and operations management, at IIM Kozhikode.

Wharton Exec Programme ►► 13

News monitored for: ISB

THE ECONOMIC TIMES

Wharton Introduces Exec Programmes in India

» From Page 1

The institute will also have two new one-year executive education programmes on human resource management and IT this year.

"The number of requests and applications for customised and open enrollment programmes have more than doubled this year," says Eruditus' Kalipatnapu. It offers executive education programmes from INSEAD (one-year), Wharton (both short-term and long-term), and Tuck School of Business in India.

While Wharton has introduced open enrollment executive education programmes in the country this year, Tuck School of Business entered into a first-of-its-kind by-invitation consortium with a few companies like TCS, Mahindra & Mahindra and HSBC this year, wherein the companies nominated their senior managers for a programme on innovation and leadership. The Tuck programme is spread over nine months.

Individuals often opt for these programmes on their own, but companies too nominate and shortlist candidates and even work with universities on customised case studies to address their business needs. "Companies are realising that education is a good motivating tool to attract and retain talent," adds ISB's Chandra.

"Companies realise that the economic challenges demand a more targeted approach to talent management," says Kalipatnapu. Firms like Bharat Petroleum, Accenture and IBM work with these top schools for programmes tailor-made to suit their needs.

Harvard Business School India Research Center, which handles executive education programmes in India, has diversified its portfolio of executive education programmes this year.

"We had three executive education programmes last year, and we plan to have around 10 this year," says Amrita Chowdhury, associate director, education, at HBS India Research Center.

It has introduced new programmes on leadership and corporate accountability



and innovation. "As senior professionals move up the ladder, they realise they need specialised skills in general management and leadership," says Chowdhury.

She says while the majority of candidates in a programme would comprise large private companies and PSUs, 30-40% of the candidates are senior management professionals or owners of SMEs.

"These are companies with a turnover of around Rs 100 crore, have gained a lot of scale, and are now looking at skilling their top management for the next phase of growth."

Companies like Genpact and Aon Hewitt also have tie-ups with the HBS Research Center for shortlisting candidates for their programmes.

"Our managers run large teams across the world and they learn about leadership and understand how cultures operate through these programmes," says Amit Aggarwal, senior vice-president, global leadership development and training, at Genpact.

While Genpact sends around 3-5 professionals for such programmes every year, Aon Hewitt shortlists its partners and even sent one of the directors for the programme this year.

"The programme touched upon all elements of leading businesses and people, and was insightful, as managing people is one of the most crucial aspects of our business," says Ryan Lowe, director at Aon Hewitt, who attended the HBS programme on managing professional services firms in January this year.