

Add wings to accelerate your career...





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## Note from the Group Director

Its my pleasure to welcome you to Welingkar's executive education. Executive education has been given high priority at Welingkar in the last few years. The economy is growing fast, and so is the industry. The demands of the economy place high demands on the industry. One of the key areas is the need of keeping the human resources updated in terms of skills, attitudes and the mindsets required for coping with the changing needs of the industry.

At Welingkar, we are meeting this challenge by increasing the depth of our association with corporate houses. This enables us understand their needs better, hence develop better programs and also test their effectiveness later. Our strength lies in customizing MDPs for addressing specific needs of the industry. We are flexible and have a good team of faculty who can adapt quickly to be able to serve your needs faster and better.

Through our global tie-ups, we are inviting senior faculty from international universities to give corporate professionals a flavor of international contemporary trends in management.

So while a B-School may have taught you how to fish in the past, it's time we now teach how to sustain the fish in the pond.

All this translates into a new benchmark for management education.

Prof. Dr. Uday Salunkhe

Group Director





## Note from the Dean MDC

We live in a highly competitive business environment. The market demands competitiveness and also puts a premium on the same. This in turn puts a great deal of emphasis on upgradation and learning. Not a simple task considering the ever increasing domains of knowledge that one has to keep pace with, not to mention the various new skill-sets required in the modern contemporary work environment.

As challenging as it is for the individual to keep pace with the need to learn, it is equally challenging for business schools to provide as many contemporary learning tools as are required by the market. Welingkar's MDC has responded to the market needs by going away from the conventional model of short and standard MDPs, towards providing a broad array of learning tools based on a thorough understanding of diverse learning needs of executives of corporate clients. Welingkar's MDC today provides a broad spectrum of learning solutions, each tailored to perfection.

In addition to a wide array of standard MDPs, we offer short hi-impact programs having developed thorough understanding on functional verticals, long term general management programs aimed at junior/middle level executives to long- term customized programs for specific industry verticals. This is in addition to the PGPMs, AMP (Banking), SMP (Specialisation modules in Finance, HR, Marketing and Operations) programs- our specialized programs for working executives.

So here's an opportunity to move forward into meaningful programs aimed at greater effectiveness of managers at all levels.

Happy learning!

Prof. Dr. V. H. Iyer  
Dean

## Prin. L. N. Welingkar Institute of Management Development and Research

The Shikshana Prasarak Mandali's Pune Managing Council is represented by Shri. B. J. Pandit (Vice President), Shri Sushil Kumar Ruia (Vice President), Shri Abhay Dadhe (Chairman, Managing Council and Managing Committee), Shri Anant Mate (Vice Chairman, Managing Council), Mrs. Nanda P. Mane (Secretary).

The Members of Managing Council are: Mr. Chandrakant Ramchandra Argade, Mr. Madhav Dattatray Yerwadekar, Mr. Jayant Vishnudas Kirad (Member), Mr. Ajay Sadanand Datar (Member), Shri V. V. Joshi (Member), Mr. Girish Nilkanth Kumthekar (Member), Shri S.G. Bhalerao (Member), Mr. Satish Vasant Pawar (Member), Shri S.V. Sathe (Member).

The Members of Local Managing Committee of Welingkar Institute of Management are: Shri. S. G. Bhalerao, Shri. V. V. Joshi, Shri. A. N. Mate, Shri. S.V. Sathe, Mrs. Nanda P. Mane, Prof. Dr. Uday Salunkhe, Prof. S.R. Tendulkar (Faculty Representative), Shri K. A. Tamhankar (Staff Representative).



"Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young."

The greatest thing in life is to keep your mind young."

~ Henry Ford



## Awards



**WeSchool Ranked 12th in Private B-Schools category nationally and 11th in West Zone**

Times B-School 2017 Survey (Times of India, 24th February, 2017)



**WeSchool Awarded**

**'Innovation in Management Education'**

(GCL Program, Mumbai and Bengaluru, 2016)



WeSchool recognized as the

**'Best Institute of the Year'**

by Bombay Management Association (BMA)

for its exemplary contribution in

innovative management education.



**AICTE-CII awarded WeSchool the  
HUL Award for Best Industry Linked  
Emerging Management Institute**

## Accolades



Prof. Dr. Uday Salunkhe, Group Director, Welingkar Education, with the "MIEDA Award for Excellence in Education Field" was awarded by Shri. K. Sankaranarayanan, Honorable Governor of Maharashtra and Shri. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission.



Prof. Dr. Uday Salunkhe receiving the Eisenhower Fellowship on the hands of Mr. John S. Wolf – President Eisenhower Fellowships



Prof. Dr. Uday Salunkhe, Group Director, WeSchool, felicitated with the prestigious AIMS- Ravi J Mathai Fellow Award at the 24th AIMS Annual Management Education Convention 2012 by Padmashri Dr. Pritam Singh.



Prof. Dr. Uday Salunkhe and the Welingkar team receiving the BMA award on Friday, 14th June 2013 from the hands of Mr. R Ramakrishnan, President, BMA; and O. P. Bhatt, Former Chairman, SBI

"Today Knowledge has Power. It controls access to opportunity and advancement"

~ Peter Drucker





## About Executive Education

Whether driven by the changing market dynamics, the desire to stay ahead of competition, to grow further in the organisation or to take the business to the next level, an increasing number of senior managers and executives are enrolling at themselves for executive education courses at reputable B-Schools such as WeSchool.

We also see a lot more younger employees joining corporates with aspirations of moving up the career ladder quickly. At the same time, organisations need able leaders at all levels to align with the company's growth strategy. These intersecting interests are driving the creation of more executive education programs customised for the organisation's needs.

Executive education at WeSchool is via customised programs tailored to suit the specific needs of corporates as well as open-enrolment programs for individual employees/professionals who wish to qualify themselves and enhance their knowledge and skills with all the time constraints they have at work- typically, for those who cannot spare 6 days a week for a 3-year part-time program of the University. The curriculum is upgraded year after year and, with best of faculties and infrastructural support, the participants come out more confident, more proactive and so more useful to their organisations.

## Executive Education Programs at WeSchool

PGPMS (Post-graduate program in Management Studies) is a focused autonomous executive education program aimed at adding value to working executives by giving them a strong foundation of management concepts and theory. The program is designed in a way to make use of the working experience of the individual to support the teaching and add new perspectives to his/her experience. Many corporate houses like Mahindra & Mahindra, Kalpataru Group, Bayer CropScience, McDonald's India (West & South) are already making the most of it through this unique program.

The program is spread over a period of 2 years, conducted on weekends and is currently in two forms - a general PGPMS program and one tailored specifically for professionals from the growing BPO-IT/ITES/other industries.

We can customise programs for industries in the manner of their choice focussed as necessary with different time-frames.

Contact us for details.

## Methodology

Our basic approach towards our MDC programs is providing solutions - solutions to problems that can be tackled by training. The basic premise of the solutions approach is to find and diagnose the problem - understand the training needs and hence develop what would be a desired training solution. Understanding needs is the key to an appropriate design of the program. The program design is then supported by selection of the right faculty suited for the needs. Minute attention is paid to the delivery of the program. Discipline, method of pedagogy, live case studies, assignments, movies and discussions - plenty of innovative training tools are explored here. Post delivery of the training program comes the most important step of transferring learning beyond the 4 walls of the classroom to the actual working environment. Helping candidates at this stage by being available for guidance and discussion is very critical to the transfer of skills.

We follow the methodology indicated alongside. Our experience over the years says this effort is what makes our programs effective at all times.

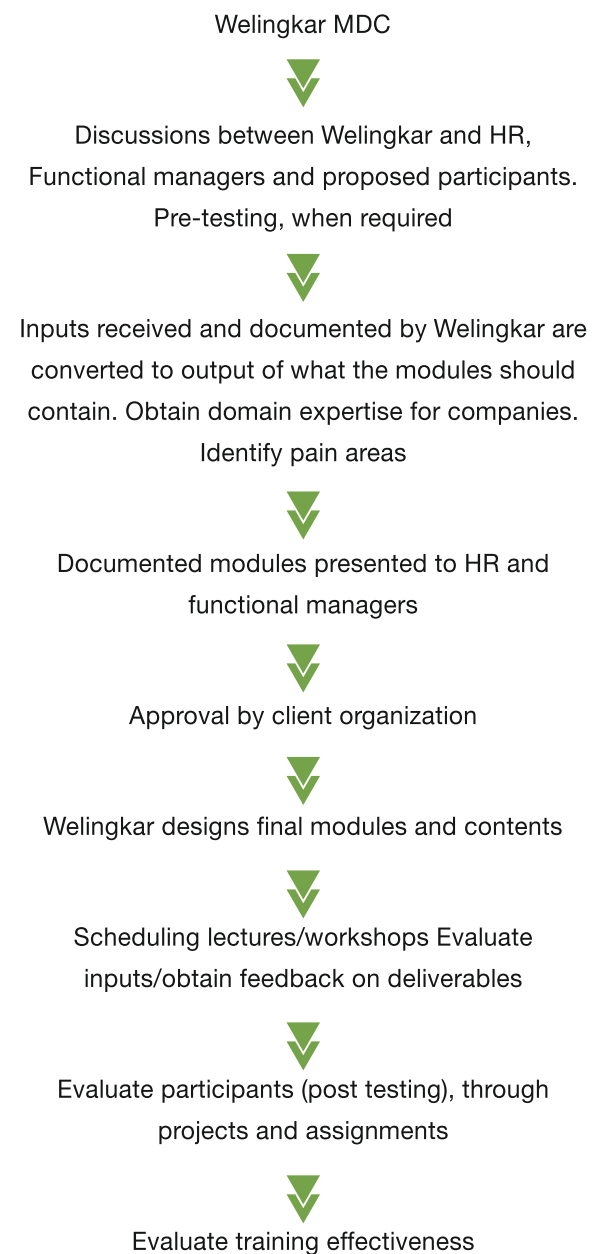


Our Training Methodology is Based on An Approach of Building Tailor-made Training Approach.





## A Tailor-made Approach



## Programs and Services

Welingkar MDC offers  
an array of learning solutions.  
Each of these  
programs/initiatives  
is designed for specific  
organizational needs

- Star Performers Program
- PGPMs
- Long-term Programs
- Retail Programs
- Short-term Programs
- International Programs
- Broad Areas of Consultancy Services
- Outbound MDP



“In a time of drastic change, it is the learners who inherit the future.  
The learned usually find themselves equipped to live in a world that no longer exists.”

~ Eric Hoffer



## Star Performers Program

A major problem that is plaguing the industry today is one of retention. This is especially true for industries like IT, ITES, BPOs, Call Centers and many service industries linked with young talent. A major reason for talent to shift base from one company to another is the need to upgrade their skills and hence their market value. We realized that if this upgradation is given by the company itself, then it is very much possible to retain the talent within the company.

In consultation with our industry partners therefore, the Star Performers Program was conceptualized. This 6 day program has proved to be a great way of recognizing the efforts of star performers; works as a great tool to strengthen long term relationships between the employees and the organization and also enhances their growth and future performance.



Topic	Duration
• Current business environment & challenges faced by the sector, doing a SWOT analysis of the organization by the participants and drawing up an improvement plan for action	8 hrs (1 day)
• Individual & group behaviour in an organization. Team member/team leader training, decision making & problem solving tools	8 hrs (1 day)
• HRM, working with uncertainties & management of change, covering vision, motivation, planning and resources, skills, action plans, feedback on performance etc.	8 hrs (1 day)
• Finance for non-finance executives, covering also proposals for contracts and risk management.	8 hrs (1 day)
• Overview of services marketing and customer focus.	8 hrs (1 day)
• Corporate strategy and scenario building. A peep into the future. Presentation for improvements and time bound action plans.	8 hrs (1 day)
Total = 48 hours (6 Days)	

Note: We can further customise the program to client needs



## Post Graduate Program in Management Studies (PGPMS) for Corporates

With our extensive experience and thorough academic background, we tailor specific Executive PG Programs for organizations for a batch of maximum 30 participants. These programs are focused on specific organizational needs along with general management skills.

The Executive PG Program engages participants in a comprehensive integrated curriculum conducive to extensive interaction among themselves and with the faculty - creating a stimulating learning environment which enables participants to:

- Create value by their actions at multiple levels for themselves, others, their enterprises and economies. In fact, the creation and sustainability of value is the essence of any enterprise
- Broaden and sharpen their perspectives with respect to important social, cultural, political and economic factors that influence the global business environment
- Understand the importance of a management framework comprized of functional experience, shared values, teamwork and ethical leadership
- Develop and enhance their abilities to lead with vision, wisdom and integrity while encouraging others to do the same
- Develop and select strategies for competitive advantage
- Respond to the challenges of a competitive global environment
- Build responsibilities and management systems to foster co-ordination across functions
- Understand, manage and lead the change process
- Rethink business processes, engage in system thinking



# Post Graduate Program In Management Studies (PGPMS)\* for Corporates

The Welingkar autonomous PGPMS is a focused general management program aimed at adding value to working executives by giving them a strong foundation of management concepts and theory. The program is designed in a way to make use of the working experience of the individual to support the teaching and add new perspectives to his/her experience. Many corporate houses like Mahindra & Mahindra (3 locations), Kalpataru Group, Bayer Crop Science, McDonalds, Galaxy Surfactants, e-Clerx limited, SD Corp, Prudential UK, GIMMCO Chennai, KOEL, L&T, RBS, Sitel India, GTL are already making the most of it through the unique program.

Module 1 - Foundation				Module 3 - Consolidation			
Sr. No	Subjects	No. of Days Classes	No. of Days Self Study	Sr. No	Subjects	No. of Days Classes	No. of Days Self Study
*	Inauguration & Induction Program	1	-	16	Project Management	4	3
*	Outbound Management Development Program (OMDP)	1	-	17	Operations Management & Operations Research, Logistics & Supply Chain Management, TQM		
1	Principles of Management	1	1	18	Strategic Management	2	2
2	Marketing Management	4	3	19	World Class Manufacturing & Throughout Improvement/ TQM	1	1
3	Marketing Research	1	1	20	International Business	2	1
4	Macro, Managerial Economics & Economic Environment of Business	4	4	21	IT, E-Business and ERP	3	-
5	Financial Cost & Management Accounting	6	3	Total no. of Days for Module 3		15	9
6	Organizational Behaviour	2	2	Workshops			
7	Business Communication & Presentation Skills, etiquettes	2	2	22	Differential Diagnosis	1	-
Total no. of Days for Module 1		22	16	23	Negotiation Skills	1	-
Module 2 - Integration				24	Emotional Intelligence, Conflict Resolution & Work Life Balance	2	-
Sr. No	Subjects	No. of Days Classes	No. of Days Self Study	25	Treasury Management	1	-
8	Financial Management including International Finance	4	3	Total no. of Days for the Module		5	
9	Direct & Indirect Taxation	2	2	Other Activities			
10	Mergers & Acquisitions	1	1	Sr. No	Subjects	No. of Days Classes	No. of Days Self Study
11	Business & Industrial Law	2	2	26	First day (half) - Inauguration & Last day (half) Convocation	1	
12	Statistics & Research Methodology	2	1	27	Project preparation and submission		2
13	Consumer Buyer Behaviour	1	1	28	Individual Final Project Presentation	1	
14	Human Resource Management / Compensation Policies / Talent Management / Understanding Customer Centricity wrt Marketing & HR	3	3	Total no. of Days for the Module		2	2
15	Leadership Skills workshop / Vision / Mission	1	-	Overall - Days for the program			
Total no. of Days for Module 2		16	13				
						60	40
						TOTAL 100 days	

Note:  
**Contents can be tailored to meet specific organisational requirements to make programs sufficiently value adding to sponsoring organisations.**  
**Assessment of participants:** Will be by Quiz/Test/Written Examination/Case study/Presentation (individual or group) /Home assignments.  
**Reading Materials:** Study texts will be issued during the first module. Handouts/PPTs may be shared by the concerned faculty in hard or soft form.

## Long Term Programs

Recent feedback from the industry revealed that there was a need for learning and upgrading amongst the junior/entry- level employees. In the absence of catering to this need, employee turnover was unusually high. It was noticed that learning and upgradation contributed a lot to the sense of security of each individual and that in turn resulted in controlling the turnover and turning up the productivity.

The solution was to devise long-term management programs that were a good mix of general management skills, plus specific inputs that were tailored to the domain in question. The clients responded to this idea heartily.

These management programs are of 60 days or 100 days duration depending on the need of the client and the availability of the employees.





## Retail Programs



One of the domains that has undergone rapid expansion in the recent times has been Retail. The burgeoning growth of the industry has fuelled multiple challenges on the people - front. Getting good talent with retailing skill-sets is a very difficult task. Add to it the dynamic retail scenario which requires constant upgradation of the skill sets of the organization's existing employees. Keeping the current and future needs of the retailing industry in mind, a number of training programs across functional and operational levels have been designed, developed and conducted for:

- Wills Lifestyle
- BPL- Mobile
- Carbon
- Future Group
- Vodaphone
- Tata Teleservices Ltd.
- Airtel (Bharti Teleservices Ltd)

In addition to the above, in order to meet the growing need of trained retail professionals Welingkar runs specially designed retail programs at both the Post Graduate and entry levels.

## Short Term Programs

(Knowledge boosters for functional Vertical Domains) These programs are aimed at executive learning needs on specific specialized subjects in management. These programs look at taking the participants to a sufficient level of depth in terms of the subject. These programs are conducted by very senior faculties, who have command over the domain in terms of their knowledge and experience.





## These programs include:

### General Management

#### Senior Management

- Business Strategy
- Organizational Transformation
- Environment Scanning & Scenario Building
- Indian Economy - Past, Present, Future
- Management Control System
- Balanced- Score-Card
- Corporate Governance
- Art of Asking Right Questions
- Effective Thinking
- Art of Marketing Professional Services
- Sales Techniques
- 21 st Century Strategies
- Winning Strategies
- Lessons from Business Failures
- Essence of Arth Shastra

#### Middle/Junior Management

- Negotiation Skills
- Management Consultancy Skills
- Communication Skills
- Change Management
- Managerial Effectiveness

### Finance

- Corporate Governance: Effectiveness & Accountability in the Boardroom
- Governing Family Business
- Overview of Profit & Loss Account and Balance Sheet
- Performance Evaluation through Ratio Analysis
- Investment Decision, Cost of Capital, EVA, Corporate Governance
- WCM, Classification of Cost, Preparation of Cost Sheet, Analysis of Semi-fixed Cost, Valuation of Inventory, Overhead Allocation & Absorption
- Marginal Costing, Cost-Volume-Profit Analysis, Transfer Pricing
- Sales Tax/Excise
- Finance for Non-Finance Executives
- Working Capital Management
- Project Management
- Business Laws
- International Financial Reporting Standards (IFRS)

### Marketing

- Creating the Market Focused Organization
- Creating and Managing Strategic Alliances
- Competitive Strategy
- Sales Force Incentive Planning: Compensating for Results
- Pricing Strategies and Tactics
- Market Access Strategies: Leveraging your Channels of Distribution
- Managing New Product Development for Strategic Competitive Advantage
- Business Marketing Strategy
- Accelerating Sales Force Performance
- Branding: Building, Leveraging and Rejuvenating your Brand
- Integrated Marketing Communication Strategy
- Business Environment & Market Research
- Marketing Principles, Marketing Strategies





### Human Resources Management

- Communication & Presentation Skills
- Leadership Skills
- Employee Motivation
- IR & Labour Laws
- Stress Management
- Time Management
- Ethical Leadership for Executives

### World Class Manufacturing & Throughout Improvement

- World Class Manufacturing - Action Agenda World Class Manufacturing - Performance Measures, Facilities Planning & Role of Automation, Laws of Factory Physics, Theory of Constraints

### Operations Management

- Supply Chain Management
- Cost reduction through Value Engineering / Value Analysis

### Kaizen

- Kaizen, Japanese Management
- Productivity Techniques
- Total Productive Maintenance/TQM
- Lean Office

## International Programs: Learning from Beyond



With a need to keep educational concepts and technology not just contemporary, but also benchmarkable with international standards, Welinkar has been aggressively forging tie-ups with International Universities of repute. A number of initiatives have resulted from these tie-ups including collaboration on full-time masters and undergraduate level programs, student exchange and faculty exchange programs. Through faculty exchange programs, we have made available to the industry a host of cutting edge international faculty, who are domain experts on various aspects of management. Some of the recently conducted programs by international faculty include:

- A 2 day workshop on Making Financial Statements World Class by Prof. Suresh Govindraj - Rutgers, State University of New Jersey, USA
- A 2 day workshop on International Marketing Strategy with Case Studies on Nike and Starbucks by Dr. Jeffrey-Edmund Curry - Freelance Professor, USA, Ex Professor at Audencia Nantes, France (Current Economic and Cultural Management Issues) & Prof. Paul Croney - Dean,

- Prof. George StoneHouse - Associate Dean, Newcastle Business School, Northumbria University, UK (Global and Transnational Strategic Management)
- A 2 day workshop on Supply Chain Management by Dr. Sam Dzever - CASS Graduate School of International Management, Brussels, Belgium.
- A 1 day program on Managing Brand and Customer for Profit by Dr. V. Kumar, Richard and Susan Lenny Distinguished Chair Professor of Marketing, Executive Director, Center for Excellence in Brand & Customer Management, and Director of the Ph.D. Program in Marketing, J. Mack Robinson College of Business, Georgia State University, Atlanta, Georgia, USA
- A 1 day workshop on Strategic Innovation Execution by Jatin Desai , Co-founder and CEO, The DeSai Group, USA







## Broad Areas of Consultancy Services

- Inventory and Materials Management/ Materials Management Audit
- Spare Parts Management
- World Class Manufacturing
- Total Quality Management/Kaizen
- Total Productive Maintenance
- Turnaround Strategies
- Education/Study Material Preparation
- Competency Mapping
- Assessment Centre and Development Action Plans
- Market Research/Sales Management
- Systems and Information Technology
- ISO- QMS System/Implementation
- Technology and Automation
- Industrial Engineering and Management
- Packaging Development
- Project Management/Project Evaluation
- HR/OB Areas
- Professional Retailing

..... and other areas in management



## Outbound MDP

### Introduction

Management Development is an attempt to improve managerial effectiveness through a planned and deliberate learning process. The aim is thus to move from the concept of management to the art of managing. Many developmental activities today are aimed at reorganizing management structures and changing managerial attitudes and values towards a more unitary and participative system of working. These are often presented as a movement towards a more progressive, sophisticated and holistic framework for managing us and our situations. Outdoor management development can be extremely effective in today's dynamic corporate world which is in the midst of dramatic changes. Shifting priorities, greater degrees of uncertainty, resource constraints and changing value systems mark the current trends. Now-a-days success depends not only on problem solving but also on opportunity seeking and on effective utilization of contributions of people at all levels.

The Welingkar Outdoor Management Program is based on the principles of experiential learning.

### Why Outdoors

"The act of learning is the result of reflection upon experience. Having an experience does not necessarily result in learning, one needs to reflect upon it. The purpose of learning is to gain something new and to put that new skill or information to the test of usefulness. In order to learn, one must be willing to risk exposing oneself to new things, and be willing to test the validity of old things in relation to the new, and be willing to form new conclusions. I believe that to adventure is to risk exposing oneself to an unknown outcome.

Therefore, to learn is to venture into the unknown: to learn is to adventure!"  
~ King 1988



Everyone should have the opportunity to achieve self- fulfillment by engaging in learning that involves stress, strife, self-direction, sacrifice, goal-setting, perfecting skills and co-operation with others to achieve goals. That is experiential learning. It stands for learning with reflection, which is a necessary precursor to learning. Such experiences are realistic, physically active, cognitively meaningful, and effectively engaging. They require learners to accept responsibility for their own actions and learn in the process.

Classroom learning V/S Experiential learning Information assimilation is the primary avenue of cognitive learning, i. e. classroom learning. Here teaching emphasizes on acquiring, analyzing, retaining and recalling abstract symbols. Classroom learning is more efficient but is often less effective as the learner may retain little, since this is dependent on a symbolic medium that excludes those learners not fluent in the language used.

Experiential theories are holistic in nature, incorporating cognition and behavior with conscious perception and reflection dependent on experience. Experiential learning emphasizes on the participant's ability to justify and explain a subject, rather than reciting an expert's testimony. The emotions attached with experiential learning often aid learning retention. Though experiential learning is more time-consuming than classroom learning, it is intrinsically much more motivating.

#### Classroom Learning

(From structure to substance)

- Receiving information about a general principle via symbols
- Assimilation and organizing information as new knowledge
- Inferring specific applications from general principles
- Acting on the applications and testing the general principles

#### Experiential Learning

(From substance to structure)

- Acting and observing causes and effects of that action
- Understanding causes and effects to predict a general principle
- Understanding general principles in various circumstances
- Applying general principles in a new situation

A standard OMDP would be 2½ days.



## Some Management Development Programs Specially Developed for Corporates/Organisations



#### NIEV Bayer Management Development Program

NIEV is an 18-month program specially designed by WeSchool MDC for the Bayer Group aimed at growing their talent from within the organisation by enhancing the leadership, managerial competencies and effectiveness of their middle and senior management level employees by facilitating them to understand key management functions and acquire necessary knowledge/skills. The program is delivered by faculty from WeSchool MDC supported by subject matter experts from Bayer Group to relate the learnings to the participant's workplace.

2 batches of the program have been successfully completed and 3rd batch is in progress.

#### Bayer Disha Executive Program in Management Studies (Sales/Marketing focussed program)

Disha is an 18-month modular distance and personal contact based program for the Bayer Group. It is designed for employees from sales and marketing function to enhance their knowledge of key management functions and managerial skills such as decision-making, communication/presentation etc.

The assessment of participants is by a combination of online and offline examinations which can be taken by participants at authorised centres across the country making this program accessible to employees located anywhere in India.

45 participants are going through the second batch of this program in October 2013.

Business Management Certificate Course for Indian Armed Forces (Ministry of Defence Resettlement Training Program)

This 24-week program is an initiative by the Directorate General Resettlement (DGR) wing of Defence Ministry, Government of India aimed at equipping Junior Commissioned Officers (JCOs) and other ranks (OR) with basic knowledge and skills. to become re-employable in the public/private sector or, self employed after retiring from their current jobs in the armed forces.

WeSchool is currently conducting this specially designed program for 40 participants from Army, Navy and Air Force. The delivery of this program is very challenging given their diverse backgrounds and limited language skills/exposure to corporate businesses.

The main objective of the program is resettlement in PSUs/private organisations/entrepreneurships

Faculty Development Program for Institute of Chemical Technology (erstwhile UDCT) and VJTI, Mumbai

WeSchool MDC conducts faculty development programs and "Train-the-Trainer" programs to hone the training and managerial/administrative skills of faculty from various teaching institutes. One such program conducted recently was for the renowned Institute of Chemical Technology (ICT) for their middle and senior level faculty.

This 7-day program for 19 faculty members of ICT was specifically developed to enhance the quality of their teaching and enable them become role models for students, develop confidence through better communication and presentation skills, build the institute's brand equity and strengthen industry-academia interface. A similar program was also conducted earlier for the faculty of another iconic educational institution- VJTI, Mumbai



## Testimonials

It is a unique experience to be back in school after almost 9 years and Niev Management education program has made it possible. The program has very successfully been able to link the theoretical concepts of management with relevant practical situations faced in our regular work life. Niev will definitely help to strengthen my foundation by providing stability.

Arghya Das,  
Group Product Manager- Bayer  
Pharmaceuticals, Participant Niev  
Bayer Program

Dr. T. Nirmal Fredrick  
(MS, Ophthalmic surgeon) to  
Dr. S. Natarajan (Member and Chairman,  
Academic Research Committee)  
All India Ophthalmological Society & CMD, Aditya  
Jyot Eye Hospital Pvt.Ltd on customised LDP  
organised by AIOS

I take the opportunity to congratulate you for organising the LDP (Leadership Development Program) at Welingkar Institute. The contents of the program were excellent and assume significance in present day medical practice and organization affairs. My appreciation for your team members and Welingkar faculty for their involvement and good work.

During my 1½ year journey with Welingkar Institute, were very holistic joyful and knowledgeable. I understand deep concept of management and try to implement in my organization. Thanks to all Welingkar team...

Rajendra S Naikwadi,  
L&T Ltd. (Electrical & Electronic  
Division- EBG)

K. Narayan,  
SBU Head,  
Raymond Zambati Pvt. Ltd.

This is to inform you Ms.Suvarna Kale has studied as a part of We School curriculum the various operations of our company. She has done extensive research and analysis of the data. She has come up with solutions for improving the on-time delivery, which will help in reducing the cycle time. She has put in her learnings through the project...

We had a very interesting session at Bahrain.  
My best wishes to Welingkar MDC.

Hisham Sator,  
IT Director, Ministry of Works, Government of Bahrain.  
(Program done at Bahrain)

You have a great team, who ensure that participants (of PGPMS) do not face any inconvenience, and faculty who give the very best in imparting high quality executive education.

Milind X. Akerkar,  
Vice President,  
J. P. Morgan Chase, Mumbai, PGPMS participant

Lina Nangalia,  
Head-L&D, Raymond Ltd.,  
Mumbai

Just to convey that RMDP module III was extremely well received by the participants. They enjoyed the program and found the sessions interesting and engaging.

The inputs (given in the workshop on "Strategic Innovation Execution") will be useful to facilitate idea generation for new products/ new processes

S. Sundaresan,  
Jt. General Manager, L & T Ltd.  
(Special Projects)

Dr. C. M. Wavikar,  
Eye Surgeon, on the Leadership  
Development Program for All India  
Ophthalmological Society

It was well organized course with high quality speakers who were at ease even though their week-end was spoilt. I was really impressed by the level of faculty, their humble nature inspite of their achievements and position in the society and their clarity in explaining precisely. After the course, I feel charged up to more in the subject of management applicable to us and also very humble and simple...

The work done by ISB to go after the aspect of management education for the working professional and even senior management is another role model example of what was done successfully with deep insight. Continuing education or back-to-education was the mantra for ISB. Works wonders and IIMs followed suit. I would think the work done by Welingkar Education over the past decade too is praiseworthy here...

Satyanarayanan R,  
Founder Chairman,  
Career Launcher in Career 360,  
18th February 2011

Sandhya Jathar,  
HR Organizational Effectiveness,  
Business Services, ABN AMRO Central Enterprise  
services, Mumbai

Thanks a lot, this program will definitely help in our future academic endeavours. I must take this opportunity to thank the entire team at Welingkar for their support and cooperation always



Core Faculty

Name	Designation
Prof. Dr. Uday Salunkhe	Group Director - Strategic Management
Prof. Dr. V. H. Iyer	Dean, Professor Emeritus - Management Development Center
Prof. Dr. Savitri kulkarni	Associate Dean - MDC and Faculty - HRM
Prof. Dr. Anil Naik	Professor Emeritus - Welinkar Research Centre
Prof. R. R. Sahuraja	Professor Emeritus - Economics
Prof. Dr. S. T. Gondhalekar	Dean - Operations & Entrepreneurship
Prof. Vijayan Pankajakshan	Dean HR & Industry Academia Interface & Chief Human Resource Officer
Prof. S. S. R. Tendulkar	Dean Administration and Faculty - Finance/Operations
Prof. B. N. Chaterjee	Dean Marketing
Prof. Sudhakar Nadkarni	Professor Emeritus - Business Design
Prof. Dr. Pradeep Pendse	Dean Academics (PTM) & Chief Technology Officer
Prof. Dr. Suyash Niranjana Bhatt	Head - Innovation & Professor - Finance
Prof. Sujatha Natrajan	Faculty - General Management
Prof. Chandrakant Nimkar	Dean Research and Business Analytics
Prof. Bijoy Bhattacharya	Professor Emeritus -Banking
Prof. Mangesh Borse	Dean Media and Entertainment
Prof. R.Venkatesh	Associate Dean - International Marketing
Prof. Smeeta Bhatkal	Dean BFSI
Prof. Vanita Patel	Dean Finance
Prof. Dr. Swapna Pradhan	Dean (Academics and Retail)
Prof. Dr. Kavita J. Kalyandurgmath	Associate Dean - Research & Business Analytics & Operations
Prof. Jyoti kulkarni	Associate Dean - Marketing
Prof. Malvika Nagarkar	Assistant Professor - Business communication
Prof. Charuhas Joshi	Faculty - OMDP
Prof. Sandeep Kelkar	Faculty - E-biz
Prof. Swati Sethi	Associate Dean - Rural Management

Supported by Expert Panel / Industry Experts	
Prof. Suniti Nagpurkar	Faculty - Business Environment /Economics
Prof. Vinod Srivastava	Faculty - Marketing /innovation
Prof. Suryanarayan Iyer	Faculty - HR Analytics
Prof. Abhijit Chaudhari	Faculty - Operations, SCM, Project Management
Prof. Abhijit Sanyal	Faculty - Marketing, Strategic Management
Prof. Aslam Fakhi	Faculty - Mergers and Acquisition, Valuations
Prof. Vijay Sharma	Faculty - Business law

Management Development Center Team

<b>Prof. Dr. V. H. Iyer</b> Dean & Professor Emeritus - Operations / General Management
<b>Prof. Dr. Savitri kulkarni</b> Associate Dean - Management Development Center / HR Specialist
<b>Prof. Sharad Nileshwar</b> Senior General Manager - Executive Education / Assistant Professor - Operations
<b>Ms. Ameeta Hampiholi</b> Deputy General Manager
<b>Ms. Tanaz Daruwala</b> Deputy General Manager
<b>Ms. Dipti Salunkhe</b> Assistant Manager

Program Co-ordination / Customer Support / Deliverables

Pankaj Borole
Abhishek Mithbawkar
Ms. Esther Melba





WISE-Welingkar Study Group:  
Women in Industry, Society and Economy

Welingkar invites women with the enthusiasm to study, grow constantly and the will to reach within themselves and realize their full potential to join the WISE Study Group.

The primary goal of WISE is to understand economic developments and their impact on society, family and individual.

The pedagogy followed will be news analysis to understand implications of the weekly developments. Topic of the Month will be identified for deeper insights, followed by guest speakers from the industry, where relevant.

The Group will meet once a week on Thursdays between 10.30 am and 1.30 p.m. at Welingkar Institute Campus in Matunga.

This program is especially useful for women directors on boards of corporates and SMEs

“Knowledge has to be constantly improved, challenged and increased constantly or it vanishes”  
~ Peter Drucker

Our Clientele

Manufacturing/ Engineering Mahindra & Mahindra Ltd Kirloskar Oil Engines Ltd JSW Steel Ltd Larsen & Toubro Ltd CMI FPE Ltd Aker Solutions Alfa Laval Crompton Greaves Borosil Glass Works Essar Group Cummins India Ltd VA Tech Wabag Ltd Chennai GMMCO, Chennai Jacobs Engineering Group	Telecommunication/ IT / ITES Bharti Airtel Ltd Infosys Ltd Prudential UK Orange Business Services S2 Infotech Pvt. Ltd Sitel India GTL Ltd Vodafone Datamatics Technologies Ltd Oracle India Pvt Ltd Intelenet Global Services Pvt. Ltd Omnitech Info Solutions Ltd eClerx Services Ltd	Banking & Financial Services The Royal Bank of Scotland Group SBI Funds Management Pvt Ltd ABN Amro HDFC Securities Limited Mahindra and Mahindra Financial Services ( I & S) Limited
Pharmaceuticals & Chemicals Bayer CropScience Ltd Syngenta India Ltd Clariant Chemicals (India) Ltd Merck Ltd Reliance Industries Ltd Galaxy Surfactants Limited Nestle Healthcare Aditya Birla Group	Retail Wills Lifestyle BPL Mobile Carbon Future Group Titan Industries Ltd Tata Teleservices Ltd Bharti Teleservices Ltd	Travel & Hospitality Hardcastle Restaurants Ltd (McDonalds India) Jet Airways (India) Ltd Hyatt Regency Leela Ventures
Infrastructure/ Oil & Gas Kalpataru Ltd ACC Ltd Mahanagar Gas Ltd SD Corp Private Limited	Education/ Faculty Training Maharashtra State Board of Technical Education Veermata Jeejabai Technical Institute (VJTI) University Institute of Chemical Technology (UICT)	Services DHL Express Nickunj Group Sai Service Station Ltd TUV India Pvt Ltd ORPIP Global
Government/Public Sector Ministry of Defence The Shipping Corporation of India Ltd Nuclear Power Corporation of India Ltd Central Institute for Research in Cotton Technology (ICAR) Maharashtra State Electricity Board Indian Oil Corporation Mantralaya, Government of Maharashtra	International Programs Government of Bahrain (Ministry of Works) Government of Ghana Canada India Institute-Industry Linkage Project FMCG/Consumer Durables/Apparel Raymond Ltd Hindustan Unilever Ltd	Healthcare Aditya Jyot Eye Hospital TTK Healthcare Ltd
	Agriculture Maharashtra Hybrid Seeds Co. Ltd (Mahyco)	Other Educational Institutions IIGJ (Indian Institute of Gem and Jewellery) SNDT University - P. N. Doshi College of Arts, Science and Commerce