Globalization, technological changes, and the resultant chaotic business environment have led to large-scale changes in organizations. The new business dynamics has generated pressures on all—the top leadership, middle management, and supervisory personnel—to build a facilitative culture that is oriented to customer demands; employee needs; and sustainable business growth.

Great organizations are able to develop the capability to align themselves quickly with the internal and external changes that are brought in by the new compulsions. They keep evolving and redesigning themselves for an appropriate response to the changing business scenario. Towards this goal, they focus themselves on building a dynamic structure, engaging culture, organizational leadership brand and the requisite people capabilities. Research reveals that managing change becomes more efficacious if employees' concerns are addressed along with business issues. The redesigned agendas of some leading organizations even envisage "people first and customer second" focus. These perspectives necessitate organization-building through interventions such as leadership competencies development, responsive organization design, learning organization, employee involvement, attitudinal change programme, and people-centric culture. In terms of developing and internalizing specific skills to move to the next level of organizational growth, this involves, among others, focusing on personal leadership development, ability to nurture psychological contract, developing a caring and fun culture as a way of organizational life, entrepreneurially innovative mindset, ability to bounce back under crisis, emotionally intelligent citizenship, and aligning people issues with business needs.

**OBJECTIVES**

In the above context, this management development program is aimed to focus on sensitizing the senior and middle managers of private, public and multinational companies to advanced HR tools and techniques of transforming organizations in the present complex environment. Specifically, the program aims to promote the following objectives:

- Analyzing the competitive economic scenario and need for strategic change focus
- Grasping the latest developments in concepts related to people management and change management at the global level and in India
- Developing a best-fit organization design to achieve sustainable growth
- Aligning people-management architecture with the organizational goals and policies for enhancing competitive advantage
- Appreciating the need to promote systemic, attitudinal and behavioural changes as strategic responses to today's changeful business environment.
- Development of leadership and people management capabilities

**CONTENTS**

- Changing business complexities in the era of globalization
- Understanding transformational change dynamics
- Strategic people issues for promoting exponential performance
- Organization Design considerations for enhancing organizational excellence
- Managing collective emotions for organizational turnaround
- Why change efforts fail, and how to prevent that from happening
- Promoting psychological contract through employee engagement culture
- Continuing transformational paradigm through learning organization

**TEACHING PEDAGOGY**

These sessions will be largely participatory and experiential in nature through the following ways:

- Reading material; Power point presentations
- Films and videos; Business cases
- Simulation exercises
- Reflecting on one’s style of thinking, feeling and motivation
- Context sensitivity
- Project work

**FOR WHOM**

The programme is designed for senior and middle-level line managers, functional executives, HR managers, and department and section heads from Private, Public and Multi National Companies (MNCs) that are concerned about developing and implementing effective people policies.

**VENUE AND DURATION**

The programme will be conducted for three days during December 16 - 18, 2015 (Wednesday-Friday) on residential basis at MDI Campus, Mehrauli Road, Sukhrali, Gurgaon-122007. Accommodation for the participants would be available at Executive Hostel in MDI from the afternoon of 15th December to forenoon of 19th December, 2015.

**REGISTRATION AND FEE**

Participants may be nominated by their organizations. The enclosed nomination form should be completed and returned to the Chief Administrative Officer (Programmes), Management Development Institute. The fee for the program is Rs. 36,000/- (Rupees Thirty Six Thousand only) per participant which includes professional fee & all charges for lodging and boarding and supply of course material. Service Tax as applicable will be charged extra in addition to the programme fee. Payment should be made by a crossed demand draft in favour of “Management Development Institute, Gurgaon (Haryana),” and sent to the Chief Administrative Officer (Programmes), Management Development Institute, MDI Campus, Mehrauli Road, Sukhrali, Gurgaon 122 007 (Haryana), INDIA.
LAST DATE

The last date for receipt of nominations is December 02, 2015. The last date for withdrawal of nominations is December 04, 2015. Any withdrawal received after this date will be subject to deduction as per the Institute’s rules. However, substitution may be permitted.

Nominating organizations are advised to await conformation of acceptance of nomination(s) before sending the participant(s) to the programme venue.

ENQUIRY

For any additional information/enquiry, please write to:
The Chief Administrative Officer (Programmes),
Management Development Institute, Mehran Road, Sukhrali
Gurgaon – 122007 (Haryana)
Tel Nos: +91-124-4560004

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PROGRAMME DIRECTORS

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Deb is Saini, Ph.D. (DeBil), GPHR [SHRM, USA], is Professor and Chairperson of HRM Area at Management Development Institute (MDI), Gurgaon. He is also a Visiting Professor at three business schools abroad in Denmark, France and Dubai. He was elected as one of the top 10 Thinkers in India out of 50 nominated by MTC Global, Bangalore. He has authored or edited seven books, and has published 77 research papers/book chapters/management cases in areas of his interest. His papers/cases, among others, have been published in many leading international and Indian journals. Two of his management cases are being sold by Harvard Business School online, and European Case Clearing, and ACRC. He has been editor of Vision—The Journal of Business Perspective, a quarterly business research journal published on Mail Gurgaon for about six years. He has done consulting assignments the ILO, GTZ (Germany); and SHRM (USA). Dr. Saini is on the Board of the Best Practice Institute, Boston, USA; and has earlier been the Board Vice-President for Asia & Africa of “RC-10: Research Committee on Organizational Democracy” of the International Sociological Association. Dr. Saini received “Best Professor in HRM” by CM Asia in July, 2013; “The Best Researcher of MDI Award for 2005” from MDI; “Best HR Faculty in India Award” from Amity University, NOIDA, in 2007; and the “Best Teacher of MDI” PGRH 2009 (Students’ Choice) award by MDI PGHR students.

Professor Saini’s wide travels and assignments: Most recently, he has been invited by IERAS Pacific Conference held in Melbourne in April, 2013; as a plenary speaker at the annual Conference of the Society of Human Resource Management (SHRM) held in Las Vegas (June, 2011); an invited speaker at the annual conference of SHRM in San Diego (June, 2010); the keynote speaker at the Annual National Congress of Italian Association for Personnel Management, in Sorrento, Italy (May 2008); a session’s keynote presenter at the 6th International Congress of the RLDWL Network on “Social Innovations & Work” organized in Montreal, Canada (June, 2008); concluding presenter at the Global Workforce Roundtable Summit organized by Centre for Work-Life, Boston College, USA in London (October, 2006); and a plenary speaker at the 30th Annual Congress & Exposition of the SHRM Global Forum organized by SHRM, USA in Los Angeles (March, 2007).

His teaching interests include: Strategic HR; transformational change management; diversity management; building an engaging organization; New Industrial Relations; and Employee Relations Law. He has been participating in Advanced Management Programmes (AMPs) and Senior Management Programmes (SMPs) in MDI. He has advised global CEOs on Indian cultural realities in the context of employee relations. To name some institutions, he has been involved in training a large number of senior and middle level managers of: Tata Steel; Indian Oil Corporation; Ballarpur Industries; NPCIL; Chambal Fertilizers Ltd; Indus-Logic Co. Ltd; JK Group of Industries; ONGC; ECL; HeroMoto Corp Ltd; NDPL; Maruti-Suzuki; Reserve Bank of India; Bharat Heavy Electricals Ltd; National Thermal Power Corporations Ltd; NA BARD; and Public sector banks.

Dr. Ajay K Jain
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Prof Jain is a very well known teacher, trainer, researcher and consultant in the field of organization design and HRM. Prior to joining MDI Gurgaon, he has worked as a post doctoral fellow at IIMD School of Business Hyderabad and earned his PhD from Indian Institute of Technology Kanpur. During his tenure at MDI, Prof Jain has taken a long leaves and worked at Aarhus University for two years in Denmark and has also been a visiting faculty to IULM University, Milano, UPM Madrid, University of Free State, Lancaster University, UK, South Africa and IIM Lucknow.

Prof Jain teaches courses in the area of organization design, change management, emotional intelligence and research methods. He has taught a course titled “Designing Work Organizations” (DWO) at IIM Lucknow from 2007-2009 and taught a course titled as ‘Leading and Designing Organizations’ (LoDO) at Aarhus School of Business, Denmark from 2010-2014. This training programme is launched by him after acquiring a very rich experience in the field of organization design and change at national and international level. He has developed a very unique methodology and also developed few behavioral simulations to imbibe knowledge, skills and competencies among managers related to organization design area.

Prof Jain’s research work is recognized and awarded by National Academy of Psychology and Emerald publisher. Aarhus University has awarded him for an extra ordinary performance for his research and publications activities during 2012-2014. He has published papers on various themes like, emotional intelligence, leadership, organizational citizenship behavior and commitment, em ploys’ resilience, volunteering, health and well-being.

As a trainer and consultant, he has served clients from various industries and organizations, for example ONGC, NTPC, NHPC, Power Grid, ABB, Bank of Baroda, Uco Bank, Punjab National Bank, State Bank of India, National Insurance Company, LIC, AVIVA Life Insurance, Maruti, SREI Infrastructure, GMR, Jindal Steel, Nestle, Oberoi Hotels, Ministry of Statistics, BFS, CRPF, and Indian Army are among others. His model of self-leadership and emotional intelligence has received great laurels from industry champions.

Currently he is the Chairman of Organizational Behavior area and executive part-time management programme.
About MDI

The Management Development Institute (MDI) was established in 1973 with the active support of IFCI following an initial grant received from KFW, West Germany. The Institute soon established itself as one of the earliest centers for continuing education in India. As an endorsement of its front runner position in the field of Post Graduate Education in Management in India, MDI’s PGP (a two-year full time MBA equivalent program) has been awarded “A” Grade by the National Board of Accreditation of All India Council for Technical Education (AICTE). Various surveys have ranked MDI among the top B-schools of the Country. The MDI is the first Indian B-school with Global accreditation AMBA-Association of MBAs, UK. The education programs comprise of two-year full-time PGP, PGP-HR, PGP-IM, 15-month Executive PGDBM, three-year Executive Management Program, Doctoral level FPM & EPMM, Post Graduate Program in Energy Management, and PG Diploma in Public Policy and Management. In addition to its academic programs, MDI has been a pioneer as well as a market leader in the area of continuing education in management. With over 35 years in this field, MDI conducts nearly 200 weeks of intensive short-term training programs each year, aimed at executives and managers from industry. Over 3000 managers participate in these programs each year. These include open programs, as well as customized organization specific training modules. The approach integrates latest knowledge with best practices through integrated business school activities enabling organizations in pursuit of excellence.

MDI offers consulting services in the different functional areas of management. The driving force at MDI is a dedicated team of distinguished faculty who has extensive experience and expertise in diverse fields. Over the years, there has been distinctive shift in emphasis from helping design and implement policies, systems and processes in functional domains to cross-functional domains. The institute is recognized by the industry (public and private), Central and State governments, and NGOs and is known for providing quality services to its clients. MDI always strives to provide high quality, cost-effective and timely services to the clients. It has remained contemporary through its primary focus on research, adapting to change and developing innovative strategies to facilitate the process of change in the dynamic business environment. The institute’s clients say that it has been able to add value to them by bringing in a strong cross-functional emphasis in their approach to carry out business.

As part of its strong research focus, MDI supports the following research initiatives:

- Centre for Supply Chain Management Centre for Excellence in Information Management
- Centre for Entrepreneurship Centre for Transformational Leadership Centre
- for Corporate Governance Centre for Responsible Business Centre
- for Positive Scholarship

MDI maintains high level of academic excellence in management. It has over 80 full-time faculties who have several years of experience having worked at senior positions in the industry. The faculty is thus able to deliver a healthy mix of practical insights and academic rigor in the classroom. MDI also has strong links with leading international B-schools. This aids in delivering a globalized management curriculum. As part of the global initiatives, student and faculty exchanges go on regularly. Joint research projects are also undertaken. Above all, MDI has a well developed state-of-the-art infrastructure, which includes a library with a collection of over 60,000 volumes, and online access to international journals, a computer center with over 500 PCs, air conditioned lecture halls and syndicate rooms, besides a host of other recreational facilities.

MDI’s International Partners

MDI has active linkages with McGill University, Canada, University of Waterloo, Waterloo, School of Public Policy, George Mason University, USA, University of Connecticut, USA, Cambridge College, Massachusetts. USA, DeGroote School of Business, McMaster University, Canada, Robert H. Smith School of Business, University of Maryland, USA, Marquette University, Wisconsin. USA, Bentley College, USA, The University of North Carolina, Kenan-Flagler Business School, Chapel Hill, USA, North Carolina State University, Raleigh, North Carolina, USA, ESCP-EAP, France, EOHEC Business School, France, The Institute d’Etudes Politiques de Paris (Sciences-Po), IAAEix-en-Provence, France, Total Professors Association (TPA), Paris, Grenoble Ecole de Management, Grenoble, Bergische Universität Wuppertal, Wuppertal, HHL Leipzig Graduate School of Management, Leipzig, International University in Germany, Bruchsal. European Business School - Oestrich-Winkel, Frankfurt School of Finance & Management, Frankfurt, Vienna University of Eco. & Business Administration, Austria, Copenhagen Business School, Denmark, Aarhus School of Business, Denmark, Solvay Business School, Brussels, The University of Applied Economics, University of Antwerp. Belgium, BI Norwegian School of Management, Norway, Universita Carlo Cattaneo. (LiUC), Italy, Universita Cattolica, Milan, Drexel University, Philadelphia, University of California, USA, University of Maryland, USA, American University of Cairo, Egypt, University of Otago, Dunedin, Leon Recanati Graduate School of Business Administration, LAHAV Executive Education Centre, Faculty of Management, Tel-Aviv University, Tel-Aviv, Israel, University of Tampere, Finland, Lahore University of Management Sciences (WMS), Pakistan, RSM Erasmus University, Rotterdam, Athens University of Economics and Business, Athens, Moscow International Higher Business School “MIRBIS”, Moscow, Huazhong University of Science and Technology (HUST), School of Management, China. These linkages operate in the domains of exchange of students, faculty and knowledge. Some executive education programs are co-designed and delivered along with our partners. MDI now has developed a new niche market for foreign institutions in conducting international executive development programs at MDI campus.