

6th Advanced Global Leadership Program 2017

14th August – 9th September 2017
(with break from 19th to 27th August 2017)

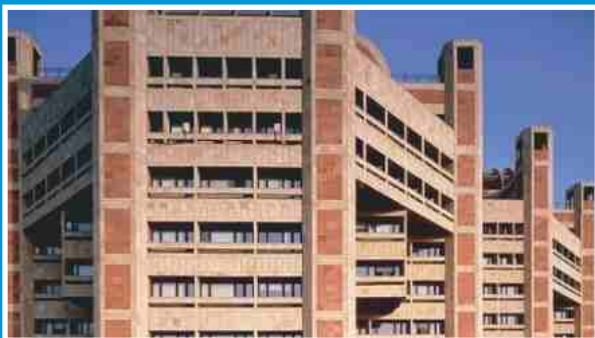
**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
&
STANDING CONFERENCE OF PUBLIC ENTERPRISES**



I.I.M. Calcutta



University of Maryland, Washington D.C



SCOPE Complex, New Delhi



Participants at United Nations Office, Geneva



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
14th – 18th August 2017



STANDING CONFERENCE OF PUBLIC ENTERPRISES
28th -29th August, 2017

STUDY - CUM- BUSINESS TOUR

Visits to Industries, International Organizations & University

Europe: 30th Aug. to 3rd Sept., 2017;
Frankfurt (Germany), Geneva (Switzerland)

USA: 4th – 9th Sept., 2017;
Washington & New York

BACKGROUND OF THE PROGRAM

Historically, PSEs were developed as institutions to achieve various socio-economic development objectives and provide public goods in sectors characterized by market failures. However, past couple of decades ushered in a new world order bolstered by some fundamental and comprehensive changes nationally and globally that necessitated rethinking of the role of the PSEs and their governance and management. The top management of the PSEs has been facing vexing and often paradoxical strategic issues, leadership and transformation challenges to steer their organizations in this new environment.

Advanced Global Leadership Program conducted by Indian Institute of Management Calcutta in collaboration with Standing Conference of Public Enterprises (SCOPE) aims to provide a unique learning opportunity to synthesize and reflect over these issues and challenges, broaden the vision, learn from diverse experiences and brainstorm for ideas and leadership approaches that would make the participants more effective strategic leaders of PSEs.

The Program is designed for the Top Level Executives of Public Sector Enterprises who hold or likely to assume Board level responsibilities sooner than later as Chief Executives or Directors.

KEY FEATURES

- Analyze and discuss case studies of PSEs in various countries
- Learn from experiences of experts and industry veterans
- Group learning, exercises and individual coaching
- Study tour to Europe & USA – meeting with European and International Organizations
- Immersion in the local culture and developing global mindset

During the program, participants will

- Develop understanding of the recent trends in global economy, macro-economic policies geopolitics, international trade and WTO, regulatory issues such as Competition Commission and Right to Information,
- Gain insight into what does it mean to be an effective strategic leader and Board member of an Indian PSEs in today's multi-faceted, complex national and global environment.
- Learn how to perform as the business leader of the whole company rather than a function, with a global mindset and outlook.
- Gain perspective from Government, Institutions and Industry speakers, CEOs of Enterprises from India and abroad and professors from IIM Calcutta and other reputed institutions.



Seated in the Centre is Mr. Ved Prakash, Chairman, SCOPE & CMD, MMTCL Ltd.; sitting on his right is Mr. R.K. Bahuguna, Vice Chairman, SCOPE & CMD Railtel and his left is Dr. U.D. Choubey, Director General, SCOPE along with the Members of SCOPE Executive Board 2017-19

PROGRAM STRUCTURE

This program is designed after extensive research and diagnostic study and wide consultations with the stakeholders to identify the developmental needs, unique strategic issues and challenges being addressed by the top level executives of PSEs. Some of the indicative topics to be covered during the entire program are Indian and global macro environment including geopolitics, strategic thinking, environment and boundary management, strategic decision making and execution in complex environment strategic financial management, corporate governance, risk management, strategic and value based leadership with special emphasis on emotional intelligence, corporate sustainability strategy and CSR, global competitiveness and global strategy etc. The learning experience will be very intensive and interactive. Participants will be expected to be actively involved in the process as well as bring in and share their own experience and perspective.

Expert Panels: Panel discussion will offer participants a forum to listen to and interact with the CEOs and high level officials of selected companies, organizations and institutions both in India and abroad.

Industry Consulting Groups: Several teams will be formed combining participants from companies which belong to similar industry/sector. In these Consulting Groups participants will discuss issues related to their industry and organizations.

Field Visits to Selected Organizations: The field visits to Corporate Offices and Factories of reputed European and American companies, multilateral institutions like WTO and ILO Government Institutions in Europe will offer the participants an opportunity to understand some of the important global institutions as well as to understand how companies manage different aspects of their operations in Europe and the USA globally. They would also learn from the structured reflective exercise on the complete trip.

STANDING CONFERENCE OF PUBLIC ENTERPRISES



Mr. Ved Prakash
Chairman, SCOPE
CMD, MMTC Ltd.

Standing Conference of Public Enterprises (SCOPE) is an apex professional organization representing the Central Government Public Enterprises. It has also some State Enterprises, Banks and other Institutions as its members. SCOPE's objective is to promote excellence in organizations where public investment is involved, in order to enable

them to be globally competitive.

SCOPE is a proactive interface between its member enterprises and the world outside which comprises the Government, policy makers, stakeholders, other business organizations and the media. Its underlying philosophy is to enable, inspire and motivate its member enterprises to become globally competitive in a market driven environment and enhance overall performance besides promoting their business aspirations by

strengthening their interactions with the stake-holders.

SCOPE has been a catalyst in increasing government's focus on reform and restructuring of PSEs in line with opening up of the Indian economy and increased integration with the world economy. Its strategic focus on strengthening PSEs for transition to ever increasing competition has enabled them to become more competitive and global in their orientation.

Its role includes enhancing standard of Corporate Governance and Corporate Social Responsibility in PSEs to the best prevalent practices in the world.

SCOPE is also an Employers' Organization representing Indian Public Sector Enterprises at National and International fora in order to make them better place to work.



Dr. U.D. Choubey
Director General, SCOPE

ABOUT INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

The Indian Institute of Management Calcutta (IIMC), the first Institute in the IIM system, was established as the first national institute for Post-Graduate Studies and Research in Management by the Government of India in November 1961 in collaboration with Alfred P. Sloan School of Management (M.I.T), the Government of West Bengal, the Ford Foundation and Indian Industry. IIMC's mission is "to develop innovative and ethical future leaders capable of managing change and transformation in a globally competitive environment and to advance the theory and practice of management".

Over the past five decades, IIM Calcutta has blossomed into one of Asia's finest Management Schools. IIMC is the first (and till now the only) accredited institution in India with the "triple crown", having won international accreditations from AACSB, EQUIS and AMBA. It is also the sole Indian member of CEMS, a global alliance of elite management schools. IIMC carries a unique and distinctive identity as a management institution of excellence owing to its strong emphasis on combining academic rigor and relevance and maintaining plurality and diversity in form, content, methodology and pedagogy. IIMC has stood apart and emphasized value-based education through creation of Centre for Human Values and incorporating value-based principles of management in its curriculum two and half decades ago.

PARTNER INSTITUTION

University of Maryland School of Public Policy (UMD), Washington DC

The University of Maryland School of Public Policy (UMD) (<http://publicpolicy.umd.edu>) is one of the top ranked schools globally in the area of public policy and management. Located in the Washington DC area the school boasts of unmatched group of faculty who are both scholars and practitioners, teaching in the classroom while playing key roles in the policy making process.

A select group of renowned core faculty from the Partner Institution in the USA will join Faculty Team during our Overseas study-cum-business tour.

RESOURCE PERSONS

The core faculty for the program would consist of reputed IIMC Professors from multiple subject specialization and having deep knowledge of PSEs gathered through the years of association as Independent Directors, Executives, Researchers, Consultants, Trainers and Members of the Government Committees etc.

Several high ranking civil servants based out of India and abroad, high-profile current and former CEOs and Directors from PSEs, Joint Sector Companies and MNCs would augment the efforts of the core faculty team by sharing their knowledge and experience.



Participants at the Hessian Trade & Invest GmbH, Germany.



Dr. U.D. Choubey, DG SCOPE with Dean (Policy Planning), University of Maryland, Programme Director, I.I.M. Calcutta and the participants.

VISIT TO INTERNATIONAL ORGANISATIONS

International Labour Organization & International Organization of Employers (ILO/IOE):

I.L.O is the international Organization responsible for drawing up and overseeing international labour standards. It is the only 'tripartite' United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programs promoting Decent Work for all. This unique arrangement gives the ILO an edge in incorporating 'real world' knowledge about employment and work. The main aims of the ILO are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.



Participants at International Labour Organization, Geneva.

over the world. SCOPE is also a member of IOE.

World Trade Organization

World Trade Organization's primary purpose is to open trade for the benefit of all. The WTO provides a forum for negotiating agreements aimed at reducing obstacles to international trade and ensure the level playing field for all, thus contributing to economic growth and development. It also provides a legal and institutional framework for the implementation and monitoring of these agreements, as well as for settling disputes arising from their interpretation and application. The WTO currently has 155 members, of which 117 are developing countries and separate customs territories.

I.O.E. since its creation in 1920 has been supporting and representing the worldwide business community in international labour and social policy forums across the multi lateral system, and in other high-level forums such as the G-20, with the aim of ensuring that such policy promotes the viability of business. It is promoting the economic, employment and social policy environment necessary to sustain and develop free enterprise and the market economy. IOE has membership of 151 national employer organizations from 144 countries all



Dr. U.D Choubey, DG, SCOPE along with the participants of 5th Advanced Global Leadership Programme.

CERTIFICATE OF PARTICIPATION

A Certificate of Participation would be awarded jointly by IIMC and SCOPE to the participants.

PROGRAM DIRECTOR



Dr. Sougata Ray

Dr. Sougata Ray is a Professor of Strategic Management at the Indian Institute of Management Calcutta and also served as the Dean of the Institute. An IIM Ahmedabad alumnus, Sougata blends nearly three decades of experience in diverse roles – a frontline executive in a Maharatna PSE-SAIL, in a strategic role in an emerging market MNC – Infosys at a senior management level as General Manager and Head of Innovation Labs, a researcher, visiting scholar, teacher and institution builder in some of the finest institutions in India and abroad, corporate advisor to a number of companies, business families and technology start-ups, an independent director in the Board of Indian Oil and Tata Group Companies, and the Chairman of the Audit Committee thereof, President and Chairman of the Governing Board of an NGO- Parivaar Education Society and as member of the BoGs of Child in Need Institute (CINI) and CINI community initiatives and a Principal

Consultant to leading International Development Agencies, such as ADB, DADINA and UNFP and Governments of India and neighboring countries. He delivered talks in meetings organized by industry bodies such as AMCHAM, CII, NASSCOM and SODET, conducted a number of short and long duration executive educational programs and workshops for C-level executives and entrepreneurs in India and abroad.

He led over score of senior level executive delegations to multiple countries in every continent for high level meetings with the Ministries, Chambers of Commerce, Industrial Organizations, Research Labs and Academic Institutions. Sougata specializes in strategy, internationalization, global competitiveness, innovations, strategic leadership, corporate governance and sustainability strategy and is an internationally acclaimed scholar for his 100 plus articles, book chapters, research monographs, case studies, conference presentations and proceedings. He has received many professional awards at the national and international levels.

LOGISTICS

IIMC WORKSHOP

5-days Workshop during 14th Aug. (Monday) – 18th Aug. (Fri.) 2017 at Indian Institute of Management Calcutta, Kolkata on residential basis.

This Workshop would be held at Executive Complex in IIMC Campus, Diamond Harbor Road, PO Joka, Kolkata-700 104. The Institute campus is around 35 Kms. away from the Kolkata Airport and around 20 Kms. away from Howrah Railway Station. Pre-paid taxi facilities are available round the clock from both these locations. The participants would be accommodated in the Executive Complex, an air-conditioned single room accommodation having attached bath with choice of vegetarian and non-vegetarian food.

The participants should report at Executive Complex, IIMC Campus by the evening of 13th Aug., 2017. The program will commence at 9.15 a.m. on 14th Aug. 2017. Normally, sessions would be held between 9 a.m. to 6 p.m. The participants would have some preparatory work, demos, tutorials and assignments in the evenings. On the last day, i.e. 18th Aug., 2017, the program would get over by early afternoon so that the participants can catch the evening flight out of Kolkata on 28th Aug., 2017.

SCOPE WORKSHOP – I

The 2-day long Workshop on the 28th- 29th Aug., 2017 will be held at SCOPE Convention Centre, SCOPE Complex, New Delhi. The participants should reach New Delhi on the evening on 27th Aug., 2017 or early morning of 28th Aug., 2017 and make their own arrangements for stay and conveyance in New Delhi. Workshop would commence at 1000 hrs.



Mr. Jonathan Kessler, North India Director, Embassy of the USA, New Delhi (right) addressing the participants.

6th ADVANCED GLOBAL LEADERSHIP PROGRAM 2017

STUDY-CUM-BUSINESS TOUR TO EUROPE AND U.S.A.

Travel Schedule

| | |
|-------------------------------------|---|
| Dep. New Delhi for Frankfurt | : 30th Aug. (Wed.), 2017 - Early morning (Check-in at the Airport 3-4 hrs. before departure on 29th Aug. night) |
| Arrival Frankfurt | : 30th Aug.(Wed.) morning |
| Dep. Frankfurt to Geneva | : 31st Aug., (Thurs.) by Evening Flight |
| Arrival Geneva | : 31st Aug. & check- in hotel |
| Dep. Geneva for Washington | : 4th Sept. (Mon.)by Forenoon |
| Arr. Washington | : 4th Sept.(Mon.) Noon |
| Dep. Washington for New York | : 7th Sept. (Thurs.) Noon |
| Dep. New York for Frankfurt | : 9th Sept. (Saturday) Late Evening (For Business Class) |
| Arrival Frankfurt | : 10th Sept(Sun)Noon 2017 |
| Dep. Frankfurt for New Delhi | : 10th Sept(Sun)Forenoon |
| Arrival New Delhi | : 10th Sept(Sun)Early Morning |
| Dep. Newark for New Delhi | : 9th Sept. (Sat.) Evening (For Economy Class) |
| Arrival New Delhi | : 10th Sept. (Sun.) 2017 Early Morning |

This Schedule is subject to change based on Travel timings and availability of the counter parts abroad for interaction.

SCOPE WORKSHOP - II

The Program would conclude with one day De-briefing/Feedback Workshop on Friday, the 22nd Sept. 2017 at SCOPE Convention Centre, New Delhi. The participants should reach New Delhi on the evening on 21st Sept. or early morning of 22nd Sept. 2017 and make their own arrangements for stay and conveyance in New Delhi.

CONTACT DETAILS AT IIMC

| | |
|--------------------------|--|
| Prof. Sougata Ray | : sougata@iimcal.ac.in +91-98300-45882 |
| Mr. Dibyendu Das | : dibyendu@iimcal.ac.in , + 91-94330-67188 |

PARTICIPATION

Chief Executives, Directors, Executive Directors and General Managers.

In the earlier five programs in 2012 - 2016 about 127 Top/Senior Executives participated from Bharat Petroleum Corpn. Ltd., Bharat Dynamics Ltd., Cement Corporation of India, Kamarajar Port Ltd. (Ennore Port Ltd.), Engineers India Ltd., Hindustan Aeronautics Ltd., Indian Oil Corporation Ltd., Indian Overseas Bank, Hindustan Petroleum Corpn. Mazagon Dock, Mineral Exploration Corpn. Ltd., Mishra Dhatu Nigam, Neyveli Lignite Corpn., Numaligarh Refinery Ltd., NHPC, NTPC Electric Supply Comp. Ltd., National SAIL Power Company, National Mineral Development Corporation, NTPC, National Backward Classes Finance & Dev. Corporation Ltd., National Scheduled Tribes Finance Dev. Corporation, National Scheduled Caste Finance Dev. Corporation Ltd., Oil India Ltd., Oil & Natural Gas corporation, Projects & Dev. India Ltd., Power Finance Corporation Ltd., RITES Ltd., RailTel Corpn. of India, Steel Authority of India Ltd., THDC Ltd. etc.

PROGRAM FEES

Program fee per participant is Rs.4.60 lakh (Rupees four lakh sixty thousand) + applicable Service Tax. It covers (a) five days Workshop at IIMC Campus (b) Board & lodging for 5 nights at Executive Complex, IIMC Campus Kolkata (c) organizational expenses related to conference facilities (d) course pack (e) two Workshops in SCOPE, New Delhi (f) academic collaboration with University in USA and (g) study visit to International Organizations during overseas tour and related arrangements.

Payment of program fee of Rs. 4.60 lakh + Service Taxes as applicable per participant is to be made by one single cheque/demand draft drawn in favour of Standing Conference of Public Enterprises, New Delhi OR through NEFT as per details:

| | |
|-----------------------|---|
| A/c Name | : Standing Conference of Public Enterprises |
| Bank Name | : Dena Bank |
| Branch Address | : SCOPE Complex, Lodhi Road, New Delhi. |
| Account Type | : Saving A/C |
| Account No. | : 105010001856 |
| IFSC Code | : BKDN0711050 |

SPECIAL DOCUMENTS REQUIRED FOR FOREIGN TRAVEL

Participants should send the following documents by mail to M/s Balmer Lawrie, New Delhi:

- Original Passport along with all old passports (if any)
- Signed visa form
- 02 copies of passport-size colour photographs
- 'No Objection Certificate' in original, from their employers indicating that their organization will bear all expenses of participants abroad.
- Photocopies of last 3 years Income Tax Returns
- Photocopy of Bank Pass Book/Statement of last 6 months.

STUDY-CUM-BUSINESS TOUR ABROAD

Study-cum-business tour will be of 11 days duration and will involve 10 nights stay in hotel and local travel & incidentals. Accordingly participants may draw advance per diem foreign exchange allowance from their organizations.

TOUR FACILITATOR

To facilitate international travel and hotel accommodation in Europe and the USA for participants, arrangements would be made by M/s Balmer Lawrie & Co. In this regard, sponsoring organizations/participants may coordinate directly with the representative of M/s Balmer Lawrie & Co.

Mr. S. Venkatraman of M/s Balmer Lawrie & Co., New Delhi (Tel. No. 011-49518802, Mob. 09871535167) e-mail: venkatraman@balmerlawrie.com may be contacted.

Mr. Om Prakash of M/s Balmer Lawrie & Co., New Delhi (Tel. No. 011-42524112, Mob. 98996042050, e-mail: prakash.o@balmerlawrie.com may also be contacted.

AIR TRAVEL & HOTEL ACCOMMODATION:

M/s Balmer Lawrie & Co. has indicated the following budgetary estimates for the Study-cum-Business Tour abroad:

Travel Component: (inclusive of Service Tax)

- | | | |
|----------------------------|---|--|
| a) Economy Air-fare | : | Rs.1,70,000 - Rs. 2,25,000/- per person including taxes |
| b) Business Class Air-fare | : | Rs.3,25,000 - Rs. 5,27,000/- per person including taxes |

(The fare is inclusive of airport taxes)

Note: Above fare are subject to availability, it may vary at the time of actual booking with the actual status of Flight Position.

- | | | |
|------------------|---|--------------------------------------|
| Visa Charges | : | Rs.18,000/- (Europe & USA) |
| Travel Insurance | : | Rs. 2000/-Below the age of 60 years. |

The Air Travel fare covers the following sectors:

New Delhi - Frankfurt - Geneva -Washington - Newyork - Frankfurt
New Delhi (for business Class) Newark - New Delhi (for economy class)

Hotel Component: (Inclusive of Service Tax) : Rs.2,12,000/-

per person on Single occupancy which includes :

- Daily breakfast (Local and Indian combined)
- Airport Transfer by Private Coach
- Coach for local visit to industry, institution etc.
- One bottle of water per person/per day
- Tips to Coach Drivers and restaurants
- Services of Vacations Exotica Balmer Lawrie Tour Manager
- Government Service Tax
- Complimentary Vacation Exotica Balmer Lawrie Travel Kit.

For purpose of calculation, price INR taken as
1 USD – INR 66 & 1 Euro – INR 71.

NOMINATIONS

The program participation would be limited to about 25 Top/Senior Executives and hence nominations should reach SCOPE as early as possible but latest by Friday, the 30th June, 2017. Nominations would initially be accepted on a provisional basis and later confirmed on receipt of program fee on or before 14th July, 2017.

PROGRAM COORDINATORS

R.K. Vasudeva

Joint Advisor (Programs)
Phone: 2436-5158, Mob. 098101-89108,
Fax No. 2436 -1371, e-mail: scopecf@yahoo.in

Ajay Madan

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STANDING CONFERENCE OF PUBLIC ENTERPRISES

Core-8, SCOPE Complex, 7, Institutional Area, Lodi Road, New Delhi-110003 Website: www.scopeonline.in

PROGRAM FACILITATORS

S.A. Khan

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U. K. Dikshit

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Mob. 093131-03329

No. SCOPE.CFD/379
11th May, 2017.

Dear *Chief Executive,*

SCOPE and Indian Institute of Management Calcutta, have jointly taken the initiative to organise the **6th Advanced Global Leadership Program from 14th Aug. - 9th Sept. 2017 (with a break from 19th Aug. to 27th Aug., 2017)** for Chief Executives, Directors, Executive Directors, General Managers & Potential candidates for the Board Level positions in CPSEs. This program aims at capacity building of leaders at strategic level who are responsible for accelerating industrial growth of CPSEs in a globally competitive and fast-changing business environment. The 4-phase program is scheduled as follows:

- i) **I.I.M.C. Workshop (5 days)** at Indian Institute of Management Calcutta, Kolkata on residential basis during 14th Aug. (Monday) - 18th Aug. (Fri.), 2017.
- ii) **SCOPE Workshop (2 days)** on 28th - 29th Aug., 2017 (Monday-Tuesday) at SCOPE Convention Centre, SCOPE Complex, New Delhi.
- iii) **Study-cum-Business Tour (11 days) to Europe & the Unites States of America** from 30th Aug. - 9th Sept., 2017. During the tour in Europe, participants would visit **Germany (Frankfurt) & Switzerland (Geneva)** including visits /interaction at World Trade Organization (WTO) and International Labour Organization (ILO). Participants would then proceed to visit the **USA (Washington & New York)** and interact with leading Academics, Management and Industry Experts.
- iv) **Conclusion: One Day De-briefing /Feedback Workshop** on Friday, the 22nd Sept. 2017 at SCOPE Convention Centre, SCOPE Complex, New Delhi.

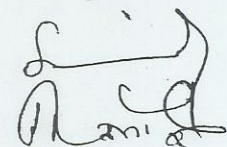
Keeping in view the Government's thrust on transformation and competitiveness of CPSEs, this program offers a unique opportunity to the Board-level/below Board Senior Executives of CPSEs. The brochure containing the details of the program is attached herewith for your information.

This program will provide structured global exposure to a compact batch of about 25 Top/Senior Executives. We shall appreciate if the names of the participants is intimated to the **Program Coordinator, Mr. R.K. Vasudeva, Joint Advisor (Programs), SCOPE** (Tel. No. 011-24365158, Fax No. 011-24361371, Mob. 098101-89108, e-mail: scopecfid@yahoo.in) by 30th June, 2017 to enable us to inform M/s Balmer Lawrie to initiate immediate action to obtain visas (Europe and USA) & make confirmed flights booking. This program would be a **"limited numbers"** program for CPSE leaders and hence it is requested to intimate us the names of the participants on priority. Nominations shall be entertained on **"1st come, 1st served basis"**.

Looking forward to your early positive response,

With *regards,*

Yours



(Dr. U.D. Choubey)

To: Chief Executives of CPSEs