



Proposal for Management Development Program on -
**“Leadership Competencies for Middle level Managers
of Indian Oil Corporation Ltd.”**



Organized by
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur



Online Program on -

“Leadership Competencies for Middle level Managers of Indian Oil Corporation Ltd.”

1. Introduction:

Leadership is a crucial aspect of today’s fast changing business environment. The survival and sustainability of an organization – be it business, government, charity, non-profit and others are much dependent on effective leadership and appropriate strategy. The new-age companies are outperforming the established ones, and bringing about change in the organization through effective leadership - leveraging technology, knowledge, resources etc. Companies like Google, Apple, Microsoft, Facebook, Amazon etc. are just few examples.

Senior managers and top management are mostly pre-occupied with day-to-day operations and tactical decisions, and spend less time in shaping the culture and building leadership competencies of ‘would-be leaders’ and ‘employees’ of the organization. In today’s competitive business world, it is necessary to develop leadership competencies of key-personnel, sub-leaders and employees, in general, for gaining competitive advantage.

2. Program Objectives:

Tom Peters in his best-selling book “In search of Excellence” concludes that organizations that have maintained excellence over the years have one thing in common – that is, they had a leader or two, who had shaped the culture of the organization. But, nowadays, we know more about our leaders and less about leadership. Leadership has many aspects and levels, and excellent companies harness various aspects of leadership with organizational strategy effectively to beat the competition.

The program is designed for the **middle-level managers** and aims to develop leadership competencies in the areas of: strategic leadership, business result leadership, operational leadership, talent leadership, change leadership, relationship leadership, innovation/content leadership, and customer leadership. The participants would learn to analyse competitive situations and get familiarized with various levels and aspects of leadership skills, their underlying factors to be ahead of the curve.



3. Program Module/Content

Competency Area	Suggested Topics and sub-components
Strategic Leadership	1. <i>Importance of Situation analysis to develop Strategic Objectives and Strategic Plan of an Organization</i> (Sub-components: Environmental analysis – Internal analysis, External analysis and Competitors' analysis)
	2. <i>Crafting Strategy to achieve strategic goals and objectives of an organization</i> (Sub-components: kinds of strategy and its elements, Drivers for developing strategy with focus on O&G business)
	3. <i>Strategic Leadership and key issues</i> (Sub-components: Leadership process, functions, styles, importance of narcissist leaders in business organization)

Competency Area	Suggested Topics and sub-components
Business Result Leadership	4. <i>Implementation, Evaluation and Control of business strategy</i> (Sub-components: Resource allocation; 7-S framework, Organization Structure; Developing Balanced Scorecard, Strategy Map)
	5. <i>Performance evaluation of SBUs</i> (Sub-components: Performance evaluation of different SBUs and developing a composite efficiency score; Benchmarking; Product Performance Evaluation, Employee Performance Evaluation using quantitative techniques)

Competency Area	Suggested Topics and sub-components
Operational Leadership	6. <i>Steering, Developing and Implementing Functional/ Operational Strategies</i> (Sub-components: Market Entry strategy – GE, Product Withdrawal Strategy – BCG, Distribution Strategy)
	7. <i>New Approaches to Operations – Total Quality Management (TQM), Lean Operations, Six Sigma, Business Process Reengineering (BPR)</i> (Sub-components: New approaches and its applicability)



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Competency Area	Suggested Topics and sub-components
Talent Leadership	8. <i>Assessing the Talent pool and competency gap of the organization</i> (Sub-components: Understanding the Business & Core and Critical competencies, Talent Pipeline; PCMM model)
	9. <i>Developing Talent leadership in the organization for competitive advantage</i> (Sub-components: Competencies of talent leader, Personality ENNEAGRAM, Positive performance management, succession planning; Level 5 Leadership)

Competency Area	Suggested Topics and sub-components
Change Leadership	10. <i>Challenges of Change and Process of change in the organization</i> (Sub-components: understanding business challenges: from competitors, consumer preferences, business/product growth cycle; diagnosis for change)
	11. <i>Leading, Implementing and Managing Changes in the organization</i> (Sub-components: Identifying change agents; Strategies and Skills for communicating change; Consolidating Change; competencies of change leaders and change agents)

Competency Area	Suggested Topics and sub-components
Innovation Leadership/ Content Leadership	12. <i>Fostering a Culture of Creativity and Innovation in the organization</i> (Sub-components: Organizational design and culture Creative leadership; Level 3 leadership; Agile leadership)
	13. <i>Product and Service Development – Importance, Market requirement, and Process</i> (Sub-components: Need for innovation, Product life cycle, Organizational Growth stages-challenges and opportunities; Critical and Design thinking,)



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Competency Area	Suggested Topics and sub-components
Relationship Leadership	<p><i>14. Know Your Stakeholders for maintaining long-term Relations</i></p> <p>(Sub-components: Vision and values of Organization, Stakeholder analysis, Interpersonal, transpersonal and integral relationships in organizations; understanding competition- cooperation- collaboration)</p>
	<p><i>15. Promoting Relational leadership for improved Performance in the organization</i></p> <p>(Sub-components: Situational Leadership; Path-goal Leadership; Servant leadership, Authentic Leadership; Adaptive leadership; Ethical Leadership)</p>
Competency Area	Suggested Topics and sub-components
Customer Leadership	<p><i>16. Improving Customer Service in O&G Retail and Lubricant business</i></p> <p>(Sub-components: Service Quality, Service Gaps, Service Innovation, Strengthening of Supply Chain)</p>
	<p><i>17. Redesigning Customer Engagement and Enhancing Customer Experience</i></p> <p>(Sub-components: Co-creation, Design and Innovation)</p>
	<p><i>18. Customer Centricity: Internal Marketing and Futuristic Marketing</i></p>

4. Program Features/Andragogy

- Online lectures – 60%
- Case study, Role plays, Games and Activity – 40%

5. Program Schedule

- **11th - 16th Jan 2021** (Monday – Saturday)
- 6 days, 4 sessions per day, @90 minutes per session (9:30 AM to 5:30 PM)

6. Mode of Programme Delivery:

- Zoom Platform to be provided by IIPM

7. Session Schedule:

- See Attachment I



8. **Program Fee**

- **INR @1,20,000/- per day (honorarium) + GST**
+ Course pack (including case studies) – Rs.70,000/- (lump sum)

9. **Batch size: 30 - 35 nos.**

10. About the Course Coordinators:

Dr.Sanjib Chowdhury

After working for **34 years** in two major oil companies in *India and Kuwait*, Sanjib Chowdhury joined *Indian Institute of Technology, Kharagpur* at Vinod Gupta School of Management in Feb 2018 as *Visiting Faculty* in the areas of: (a) Strategic Management (b) Operations Management, and (c) Project Management.

He has extensive work experience (**36+** years) in the cross-functional areas of: *Strategic and Corporate Planning, Optimization and Business Performance Improvement, Project Management, HR and General Management*, and had held responsible positions. He is the recipient of Kuwait Gulf Oil Company (KGOC) Ideal Employee Award, ONGC Chairman's Award, ONGC Director's Award to mention a few.

Based on his work experience, he has authored a book titled "*Optimization and Business Improvement studies in Upstream Oil and Gas Industry*", John Wiley & Sons Inc., New Jersey, USA, August 2016 (sole-authored, international publication).

He holds B. Tech., M. Tech., and Ph. D. degrees in Industrial Engineering and Management all from the Indian Institute of Technology, Kharagpur, and published several technical papers in journals of repute.

Prof. Susmita Mukhopadhyay

Prof. Susmita Mukhopadhyay has interest in organizational behaviour, leadership, competition and cooperation, relationship management, retirement management, team building, competency management, HR analytics, professional excellence, HRM, business ethics, CSR, self-development and effective habits. Prof. Mukhopadhyay has conducted short term courses, MDPs and in company programmes for several Institutes and companies across industries. She received her Ph.D. from Calcutta University and is a fellow of ISI.



Other Resource Personnel

Dr. Pradip K. Ray

Prof Pradip K Ray is the Dean – Vinod Gupta School of Management with more than 30 years of experience in teaching and 8 years in the industry. He is a prolific teacher with teaching and research interests in the areas of Operations Management including quality and reliability management, inventory management, productivity management, safety management, ergonomics, manufacturing, and health care system. He has published several books and international papers (total **162** nos.), and undertaken several consultancy work of national importance (**27** nos. till date). He is a certified Lead Assessor for ISO-9001 and Visiting Professor of several foreign universities including USA. He received BE (Mech), M.Tech., and Ph.D. degrees in Industrial Engineering & Management from IIT Kharagpur.

Prof. Manas K Mandal

Prof. Manas K Mandal is Distinguished Visiting Professor, Department of Humanities and Social Sciences. Prof. Mandal's research contribution to the field of psychological science spanned over 35 years with primary focus on affect processing in the brain, in general, and in schizophrenia, in particular. As the Director of Defense Institute of Psychological Research (DRDO), Prof. Mandal engaged himself in a large number of activities towards the human performance development of the community of armed / paramilitary forces (National Security Guards, CRPF, etc.). He received his Ph.D. from Calcutta University.

Prof. Biswarup Ghosh

Prof. Biswarup Ghosh teaches Marketing Management, International Marketing & Strategic Marketing courses at VGSOM. He has more than 30+ years Healthcare Industry experience & worked as Head of Healthcare at Linde India Ltd (Part of Linde Group, Germany), Director South East Asia at STERIS India Ltd (a wholly owned subsidiary of STERIS Corporation USA), General Manager -Marketing at Datex-Ohmeda (Part of GE Healthcare USA), Zonal Business Head at BOC India Ltd (Part of BOC Plc. UK). He has extensive industry experience on General Management, Establishing Indian entity of large US MNC, Managing P & L of large Healthcare Business of India & Indian Subcontinent, International Marketing exposure in Singapore, Thailand & Malaysia markets. He did his PhD in Plasma Physics & MBA from VGSOM, IIT Kharagpur.



Prof. Sangeet Sahney

Prof. Sangeet Sahney has served as a faculty member at U.P Technical University and IIT Roorkee, before joining IIT Kharagpur. With a specialization in Marketing, Prof. Sahney also teaches Organizational Behavior and Human Resources Management. Prof. Sahney's research interests include studies in consumer behavior, organizational behavior and quality management in education. Prof. Sahney has been seconded by MHRD to teach at AIT, Bangkok twice, in 2009 and 2016. Prof. Sahney has authored a book on Consumer Behaviour published by Oxford University Press. Prof. Sahney has authored several papers in peer reviewed national and international journals. She received her Ph.D. from IIT Delhi.

Prof. Biplab Datta

Prof. Biplab Datta's research interests include organisational leadership, marketing management, service quality management and customer relationship management. Prof. Datta earned ISO 9000 Lead Auditor Certificate from NBA, U. K. Prof. Datta has published papers in national and international journals. He received his Ph.D. from IIT Delhi.

Prof Swagato Chatterjee

Prof Swagato Chatterjee, an IIT-IIM alumni, has a rich client base for MDP and consultancy projects on analytics: Ernst & Young, Yes Bank, CSC, Namura, Mitsubishi, Toyota, GE, Times of India, Coca-cola, NTPC, HPCL, Philips, RPG Group etc. He brings in a mixture of industry experience and academic knowledge in the class to cater to the audience of different seniority levels.

Prof. Anupam Ghosh

Prof. Anupam Ghosh has more than 14 years of teaching experience in the areas of Supply Chain Management and Marketing. He has offered courses at the post-graduate and doctoral level in Supply Chain Analytics, Supply Chain Management, Warehousing and Materials Management, and International Marketing. He was a Visiting Scholar to Bentley University, Waltham, MA, USA during 2004-05. He has worked on research projects on Information visibility in supply chain, fare fixation for public transportation system etc.