



**Vinod Gupta School of Management  
Indian Institute of Technology Kharagpur  
in collaboration with  
Ministry of Micro, Small & Medium Enterprises**



Dedicated to the Service of the Nation  
राष्ट्रीय सेवार्थ समर्पित

Invites you to

**Advanced Management Development Programs  
at  
Indian Institute of Technology Kharagpur**

From

**January to March, 2023**

Name of the Implementing Agency	Vinod Gupta School of Management IIT Kharagpur
Background of the Institute	<p>Vinod Gupta School of Management started in 1993 as a unique initiative among the Indian Institutes of Technology. A management school within IIT Kharagpur, VGSoM imbibed the parent Institute's culture of research and quality teaching. More than 25 years since its inception, the school has grown holistically, winning several accolades and setting new benchmarks of excellence. Today, VGSoM plays a pioneering role in nurturing leaders of tomorrow by blending management philosophy along with technological advancement to develop managers, who appreciate both critical technological issues and their business implications. IIT Kharagpur, as an established world class institute, helps VGSoM leverage its strength in terms of infrastructure, intellectual resources, illustrious alumni and its "will to be the best" Business School in India.</p>
Organization	<p>Vinod Gupta School of Management regularly organizes Management Development Programmes (MDPs) and training programs for educators in India and abroad. Highly qualified faculty with outstanding academic credentials and diverse industrial/consultancy experience associate with colleagues in India and abroad to provide the best possible learning environment to the students. Faculty also contribute to the knowledge base through their research and consultancy projects with their partners in the industry and academics. Now, more than two decades after its inception, the school has grown holistically, winning several accolades and setting up new benchmarks for excellence. As a part of the world renowned IIT Kharagpur system, the school enjoys access to state-of-the-art infrastructure, one of the most well-equipped libraries in the country, and a very large, well-established network of alumni.</p>

## LIST OF TRAINING PROGRAMS

<b>S. No.</b>	<b>Topic of Training Program</b>	<b>Page No.</b>
1.	A Guide to Entrepreneurship and New Ventures (Start-ups)	4
2.	Business Excellence for Competitive Advantage	5
3.	Indian Accounting Standards: Understating and Implications	6
4.	International Marketing	7
5.	Marketing Management	8
6.	Networking Management, Strategic Planning, and Risk Management	9
7.	Project Management: Planning, Execution, Monitoring and Control	10
8.	Sales and Negotiation Skills - Business to Business	11
9.	Social Entrepreneurship	12
10.	Survey Methodology	13
11.	Winning the Challenges by Women Entrepreneurs	14

## A Guide to Entrepreneurship and New Ventures (Start-ups)

Need of training	<p>With the Indian economy poised to be self-reliant and a growing contribution of the service sector in the GDP of the country, it is necessary to create a pool of resources that, not only will contribute to the GDP of the country, but will also create employment. Entrepreneurship and New Venture is one of the ways to achieve the objective.</p> <p>However, a recent study shows that only 5% of adult Indians cross the early state and manage to establish their own businesses, and the business discontinuation rate is about 26%. However, entrepreneurship is a necessity and needs to be imbibed in the young minds.</p> <p>To this end, an endeavor is mooted to have five-day training programme on ‘A Guide to Entrepreneurship and New Venture (Startups)’. The programme will cover various aspects of entrepreneurship and will impart the participants with both practical and theoretical knowledge base.</p>
Brief description of the topic	<p>The topics, as outlined in the modules will:</p> <ol style="list-style-type: none"> <li>1. Expose the participants to the essentials of Entrepreneurship</li> <li>2. Appraise the participants on different aspects of entrepreneurship, viz. product innovation, manufacturing, promotion, distribution, costing, financing and legal aspects</li> <li>3. Provide the participants with knowledge of the various facilities provided by the government to promote entrepreneurship</li> <li>4. Enabling the participants to draw up an entrepreneurship plan</li> </ol>
Possible outputs/outcomes of the ESOP programme	<p>At the end of the programme, the participants will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the key aspects and issues involved in Entrepreneurship</li> <li>2. Able to assess the market and develop a product plan</li> <li>3. Able to draw up a product promotion strategy</li> <li>4. Understand ways and means to reduce cost of manufacturing</li> <li>5. Appraise the ways and means to finance the business</li> <li>6. Able to write a project proposal for obtaining loan from the bank</li> </ol>

### Program Schedule

Day	Session 1	Session 2	Session 3	Session 4
1	Introduction to Entrepreneurship and New Venture (Startup)	Manufacturing approaches for entrepreneurship	Manufacturing technologies	Quality in Manufacturing - I
2	Quality in Manufacturing - II	New Product Design	Product Costing	Product Cost Management
3	Financing for New Ventures	Tendering	Product Marketing, Promotion, and Sales - I	Product Marketing, Promotion, and Sales - II
4	Product Distribution - Rural	Product Distribution - Urban & Online	Man-power planning	Leadership for Business
5	Business Plans - I	Business Plans - II	Short Evaluation/Test	Valediction

### Business Excellence for Competitive Advantage

Need of training	<p>India's outward foreign direct investment stands at US\$ 2.05 billion. India stands 63<sup>rd</sup> in world business rankings. The country is set to be the third largest consumer market within the next ten years. Rural market in the country is poised for a significant growth.</p> <p>For a business to first excel and then grow, a series of initiatives are to be taken. The foremost is concentrating on quality followed by speed, dependability, flexibility and cost. Once the product is accepted, growth strategies are to be framed for the domestic and global market. Activities like global tender, developing global suppliers base, product advertisements and product and company branding – all contribute to business growth. Indian companies have gone global but have not been able to make a significant mark. Organisations that have made significant inroads in the global market are the Tatas, Infosys, L&amp;T, ITC Ltd., to name a few.</p> <p>The domestic market is ripe with factors like increased income, more product choice and improved product quality. Purchasing power of rural India is also on the rise.</p> <p>An integrated business strategy is needed to address the dimensions leading to domestic and global success. This MDP addresses the the above-mentioned issues.</p>
Brief description of the topic/ Objectives	<ol style="list-style-type: none"> <li>1. Understand the dynamics of competition in domestic and global market</li> <li>2. Understand aspects of new product development and to achieve business excellence</li> <li>3. Understand tendering, sourcing and product availability for global markets</li> <li>4. Understand product-market dimensions for domestic and rural markets</li> </ol>
Possible outputs/outcomes of the ESOP programme	<p><b>At the end of the workshop, the participants will be able to:</b></p> <ol style="list-style-type: none"> <li>a. Understand the dynamics of competition in a domestic and global environment</li> <li>b. Appreciate the concept of quality as a means to business excellence</li> <li>c. Understand the dimensions of global tendering and developing supplier base</li> <li>d. Able to identify target market and position products in domestic and global markets</li> </ol>

### Program Schedule

Day	Session-1	Session-2	Session-3	Session-4
1	Business Excellence – An Overview	Business Process Re-engineering	Total Quality Management	Quality through Lean Six Sigma
2	Domestic Market: Identifying Target Market	Product Positioning	Product Branding and Advertising	Exploring Rural Markets
3	Competing in Domestic Market: Countering MNCs	Competing in the Foreign Land: Dimensions of Global Competition	Entry Mode and Strategic Approaches to Competing in Global Market	Competing for Global Tender
4	Global Sourcing Strategies	Global Production and Distribution	Building Global Brands	Case Studies on Business Excellence
5	International Financial Institutions	Legal Issues	New Product Development	Business Models for E-Markets

## Indian Accounting Standards: Understanding & Implications

Need of training	Indian Accounting Standard (IND-AS) consisting of 39 accounting standard rules issued by Institute of Chartered Accountants of India, which have been derived by converging the Indian Accounting Standards with International Financial Reporting Standards (IFRS). Many Indian companies have started reporting their financial statements under IND-AS from second quarter of June 2016 onwards. The adoption of these standards has resulted in a majority of companies reporting adjustments related to income tax, financial instruments (including derivatives) and revenue recognition. Additionally, retirement benefit obligations, share-based payments, and business combinations and consolidation etc. The objective of this training program is to provide a detailed understanding of Ind-AS, differences from the current Indian GAAP and analyse the detailed changes to accounting practices on account of implementation of IND AS standards.
Brief description of the topic/ Objectives	The objective of this training program is to provide a detailed understanding of Ind-AS, differences from the current Indian GAAP and analyse the detailed changes to accounting practices on account of implementation of IND AS standards.
Possible outputs/outcomes of the ESOP programme	At the end of the program, participants will be able to develop a detailed understanding of Ind-AS, differences from the current Indian GAAP and analyse the detailed changes to accounting practices on account of implementation of IND AS standards.

### Program Schedule

Day	Session-1	Session-2	Session-3	Session-4
1	Introduction to Accounting Standards, Principles, The Companies (Indian Accounting Standards) Rules, 2015. Introduction to International Public Sector Accounting Standards (IPSAS)	Introduction to recording accounting transactions	Introduction to Preparation of financial statements - I	Introduction to Preparation of financial statements - II
2	First-time Adoption of Indian Accounting Standards (IND-AS 101)	First-time Adoption of Indian Accounting Standards (IND-AS 101)	Inventories (IND AS2)	Inventories (IND AS2)
3	Statement of Cash Flows (IND AS 7)	Statement of Cash Flows (IND AS 7)	Statement of Cash Flows (IND AS 7)	Statement of Cash Flows (IND AS 7)
4	Share-based Payment (IND AS 102)	Share-based Payment (IND AS 102)	Share-based Payment (IND AS 102)	Share-based Payment (IND AS 102)
5	Earnings per Share (IND AS 33)	Earnings per Share (IND AS 33)	Earnings per Share (IND AS 33)	Earnings per Share (IND AS 33)

### International Marketing

Need of training	International Marketing course for practicing Managers working in International Markets, Import & Export Business.
Brief description of the topic/ Objectives	This course will provide basic theories of Internal Business, various types of entry strategies to International Market, understanding risk associated with expansion & risk mitigation plans, understanding cultural differences while strategizing international expansion, import export procedures, various modes of payment mechanisms. We will discuss live case studies related to entry to foreign market.
Possible outcomes of the ESOP programme	This course will be useful for the Managers involved in decision making for International Business

### Program Schedule

Day	Session-1	Session-2	Session-3	Session-4
1	Introduction to International Business, EPRG Framework, Driving forces of International Marketing	Restraining forces of International Marketing, Challenges, Factors encouraging standardization, Adaption	Relevant macroeconomic terms (GDP, GNP, BoP, BoT, etc.),	Foreign exchange rates, exchange rate determination, and exchange rate regimes.
2	Export Marketing (Indirect & Direct Exports),	Export Marketing (Indirect & Direct Exports), -continued	Theories of International Trade, Internationalization	Theories for Entry Modes
3	Cultural Dimensions -Tools & Techniques	Cross-cultural sales negotiations	Implications of Hofstede's Work.	Implications of Hofstede's Work.- Continued
4	Concepts of Import & Export Processes	Methods of payments Bill of Exchange, Letter of Credits	, INCO Terms, Trade Barriers	Customs House agents, Bill of Entry.
5	Designing a Global Marketing Program- Concept of Marketing Mix	Product Mix, Standardization & Adaption of the International Marketing Mix	Product Classifications, Customer Value Hierarchy,	Pricing decisions Distribution Decisions, Communication Decisions CASE STUDY

### Marketing Management

Need of training	This Programme will offer marketing concepts and tools for segmentation, targeting, positioning, market entry, branding, marketing communication, and managing alliances in a B2B context. Additionally, the Programme will offer insights into contemporary issues like social network management, handling downturn, and managing change.
Brief description of the topic/ Objectives	This Programme will offer marketing concepts and tools for segmentation, targeting, positioning, market entry, branding, marketing communication, and managing alliances in a B2B context. Additionally, the Programme will offer insights into contemporary issues like social network management, handling downturn, and managing change.
Possible outputs/outcomes of the ESOP programme	Participants will develop knowledge and skills to compete effectively in B2B scenario. They will also develop and enhanced skill set in the domain of strategic planning, decision-making, problem-solving, and general management.

### Program Schedule

Day	Session-1	Session-2	Session-3	Session-4
1	Marketing Fundamentals	Segmentations	Pricing	Distribution & Promotion
2	SWOT Analysis	Target Market Selection	Market Mix Strategy	Development of marketing Tactics
3	Quantitative techniques	Qualitative Approach	Understanding Consumer behavior - psychological, sociological & cultural theories	Gain Customer insights to plan Marketing Strategy
4	Develop new and improved products	Innovate and manage product development process	Design of distribution of channels	Pricing management
5	Integrated Marketing communication	Digital Marketing strategy	Customer centric Management	Integration of Digital & Traditional Marketing



## Networking Management, Strategic Planning, and Risk Management

Need of training	It is important for the decision makers of MSMEs to know about the business ecosystem, stakeholders and understand the risk and opportunities, develop strategic plan, networking with financial Institutes, suppliers and others so that they can lead the business towards performance excellence
Possible outputs/outcomes of the ESOP programme	This training program will help the decision makers of MSMEs to understand the business value chain, the business eco system, stakeholders of business, develop competencies in strategic planning, networking and risk management leading to business performance excellence

### Program Schedule

Day	Session 1	Session 2	Session 3	Session 4
1	Introduction to Networking Management, Strategic Planning, and Risk Management	Importance of Situation/ Environmental Analysis to develop Strategic Objectives and Plan (including Competitive Analysis)	Importance of Business Networking for Entrepreneurs	Know your Networking Group Types and Group Format
2	Strategy Formulation and Choices to achieve Strategic Goals and Objectives of an Organization (including Grand strategy, Multi-business strategy, and International strategy)	Implementation of strategy - Resource allocation, Challenges of change.	How to Connect with a Business Network	Networking with Financer
3	Strategic Leadership – Role, Process, Functions of leadership.	Case Study on Strategic Planning.	Dealing with Challenges in Communication	Persuasion Strategies for Business networking.
4	Evaluation and Control Strategy – Types of strategic control, operational control, Balanced Scorecard, Strategy Map.	Innovation and Entrepreneurship for Survival and Growth.	Ethical Issues in Business Networking	Case study on Network Management.
5	Risk Management – Identification, Assessment, Response Plan, and Controlling of risks	Financial/Capital Risk Management	Case Study on Risk Management.	Evaluation/Exam/ Quiz Vaediction

## Project Management: Planning, Execution, Monitoring and Control

Need of training	Projects are the modus operandi of implementing organizational strategy and achieving strategic goals and objectives. Project management is receiving increasing attention in today's competitive business world. Its importance is well-acknowledged and pervasive in the business world such as construction, engineering, mining, hi-tech, electronics, logistics, defense forces, product development, R&D, and so on. Project management has developed to the point where it is a professional discipline having its own body of knowledge and skills. In order to achieve business excellence, it is necessary to develop expertise in planning, executing and managing projects.
Brief description of the topic/ Objectives	The course would help the practicing managers and professionals to learn modern project management tools and techniques, scheduling of activities, resources and cost; and enhance their skills in expediting projects by prudently crashing certain activities. It would also provide them a holistic view of project management covering among others project risk and quality management, procurement and contract management, communication management, developing leadership skills and managing PM team, project performance evaluation, project audit and closure. More importantly, the course would help the participants to be proficient in using MS Project®.
Possible outputs/outcomes of the ESOP programme	The course would help the practicing managers and professionals to learn modern project management tools and techniques, scheduling of activities, resources and cost; and enhance their skills in expediting projects by prudently crashing certain activities. It would also provide them a holistic view of project management covering among others project risk and quality management, procurement and contract management, communication management, developing leadership skills and managing PM team, project performance evaluation, project audit and closure. More importantly, the course would help the participants to be proficient in using MS Project®.

### Program Schedule

Day	Session-1	Session-2	Session-3	Session-4
1	Introduction to Project Management, Basic Concepts, and Project life cycle	Project Activities, Work Breakdown structure, Project time and cost estimation	Organization Strategy, Project Analysis and Project selection	Project Finance from BOOT to ROOT
2	Project Management organization structure and organization culture	Project Procurement and Contract Management	Developing Project Plan; Network Analysis using PERT/ CPM Technique - I	Communication Management in PM; Leadership and Managing Teams
3	Resource and Cost Management - allocation of resources, Resource leveling - I	Resource and Cost Management – Resource Scheduling and Costs - II	Project Quality Management	Developing working competence in the use of PM software
4	Project Crashing – reduce duration	Agile Project Management	Project Evaluation, Project progress and Performance Management	Developing working competence in the use of PM software
5	Project Outsourcing, Negotiation, and Managing inter-organizational Relations	Project Closure, and Project Oversight	Project Risk Management - Identification, quantification, and mitigation of risks	PM Test, and Valedictory session

### Sales and Negotiation Skills -Business to Business

Need of training	The course has been designed for Sales & Management of distribution channels with particular emphasis on sales force management and channel designs for Business-to-Business Customers.
Brief description of the topic/ Objectives	The objective of the Course is to provide an understanding of Sales Management, with particular emphasis on sales force management for Industrial Sales. This intensive and practical session is designed to address these realities of today's world of business through a better understanding of Selling techniques and Principled Negotiation.
Possible outputs/outcomes of the ESOP programme	The objective of the Course is to provide an understanding of Sales Management, with particular emphasis on sales force management for Industrial Sales. This intensive and practical session is designed to address these realities of today's world of business through a better understanding of Selling techniques and Principled Negotiation.

### Program Schedule

Day	Session-1	Session-2	Session-3	Session-4
1	Introduction to Sales Management	Introduction to Sales Management-Continued	Introduction to Sales Management-Continued	Introduction to Sales Management-Continued
2	Determining Sales related Marketing Policies	Sales Organization	Sales Department Relations	Sales Negotiations Techniques
3	The Selling Process- Preparation of Sales call	Sales Force Management	Management of Sales Territory & Management of Sales Quota	Management of Sales Territory & Management of Sales Quota-Continued
4	Sales Budget,	Sales Control-Distribution Channel Management	Large Account Management	Large Account Management
5	Consumer Buying Behavior	Different types of Marketing Channel	Prospecting & Sales Funnel	Mock session

### Social Entrepreneurship

Need of Training	“Social entrepreneurship examines the practice of identifying, starting, and growing successful mission-driven for profit and non-profit ventures, in terms of organizations that strive to advance social change through innovative solutions”. This course aims to introduce budding managers and entrepreneurs to the concept of social entrepreneurship to enable them to contribute to social change while focussing on the need for sustainable business processes.
Brief description of the topic	“Social entrepreneurship examines the practice of identifying, starting, and growing successful mission-driven for profit and non-profit ventures, in terms of organizations that strive to advance social change through innovative solutions”.
Possible outputs/outcomes of the ESOP programme	<ol style="list-style-type: none"> <li>a. To introduce managers to social entrepreneurship.</li> <li>b. To help managers become social change agents</li> <li>c. To sensitize budding managers and entrepreneurs to sustainability issues</li> </ol>

### Program Schedule

Day	Session-1	Session-2	Session-3	Session-4
1	Introduction to social entrepreneurship	Mapping the social entrepreneurship ecosystem	Innovations and social change	Barriers to social change
2	Identifying opportunities for social venture creation	Assessing social change opportunities	Theories of social impact and social change	Market and industry analysis
3	Business planning for social entrepreneurs	Developing the social venture strategy	The social enterprise: <ul style="list-style-type: none"> <li>• Resourcing social entrepreneurship</li> <li>• Defining the social value proposition</li> <li>• Funding the social venture</li> <li>• Structuring the social change venture and other organizational considerations</li> </ul>	Positioning the social venture for social and strategic advantage
4	Evaluating outcomes and measuring impact	Scaling social impact	Social entrepreneurship and vulnerable populations: Migrants, Tribal populations, etc.	Women and social entrepreneurship
5	Technology and social entrepreneurship	Social entrepreneurship and sustainability	Legal and ethical considerations in social entrepreneurship	Future directions

## Survey Methodology

Need of training	Surveys are a quintessential part of forming an objective understanding of the world around us.
Brief description of the topic/ Objectives	This program aims to impart a basic understanding of the design and analysis of surveys employed for social science research. It will present basic principles of conducting surveys, for qualitative and quantitative evaluation of the research problem. It will also present statistical techniques of data analysis. The program will be delivered through a mix of classroom teaching and collaborative hands-on exercises for experiential learning
Possible outputs/outcomes of the ESOP programme	After going through the course, participants are expected to be able to: <ul style="list-style-type: none"> <li>a. Design a survey instrument that effectively addresses the research problem</li> <li>b. Design a sampling plan for conducting the survey</li> <li>c. Correctly interpret the data, and take out meaningful inference</li> </ul>

### Program Schedule

Day			Session-1	Session-2	Session-3	Session-4
1	Inauguration	Introduction to survey methods	Inference and error in surveys	Sampling Basics: Target population, sampling frames, coverage error	Sample design and Sampling Error	Putting theory into practice - Group exercise
	<b>9.30-10.30 a.m.</b>	<b>10.45-11.45 a.m.</b>	<b>12-1.00 p.m</b>	<b>2.30-3.30. p.m.</b>	<b>3.35-4.35 p.m.</b>	<b>4.40-5.40 p.m.</b>
2	Methods of Data Collection	Method of Data collection	Questionnaire Design	Questionnaire Design II	Pretesting	Putting theory into practice - Group exercise
3	Post-collection processing of survey data	Qualitative Analysis: Coding - I	Qualitative Analysis: Coding - II	Putting theory into practice - Group exercise	Parametric Hypothesis Testing - I	Parametric Hypothesis Testing - II
4	Parametric Hypothesis Testing - II	Regression I	Regression II	Non- parametric Hypothesis testing I	Non-parametric Hypothesis testing II	Putting theory into practice - Group exercise
5	Advanced Non-parametric Hypothesis testing III	Advanced Non-parametric Hypothesis testing IV	Group Presentations	Group Presentations	MSME presentations	Valedictory Session

## Winning the Challenges by Women Entrepreneurs

Need of training	Women entrepreneurs face some specific challenges of social expectations, proving oneself in the men's world, accessing funding, owning the accomplishments, developing a supportive network, maintaining a work-life balance, coping with fear of failure beyond the challenges of entrepreneurship like knowing the strategy, risk management, networking etc. faced by their male counterparts also. It is important for the women entrepreneurs to win over these challenges to develop self-confidence as an entrepreneur so that they can lead the business towards performance excellence.
Possible outputs/outcomes of the ESOP programme	This training program will help the women entrepreneurs to understand the challenges in entrepreneurship, understand their strength, develop competencies in different aspects of business management like project management, strategic management, supply chain management, finance, marketing, people management, legal and regulatory issues, networking with stakeholders and develop self-confidence in themselves leading to business performance excellence and work life balance.

### Program Schedule

Day	Session 1	Session 2	Session 3	Session 4
1	Entrepreneurship challenges faced by women entrepreneurs	Understanding the myths, nature and scope of entrepreneurship	Innovation and Entrepreneurship for sustainability and growth	Understanding your Personality and Interest profile; Developing a personal scorecard
2	Importance of External Environmental Analysis for Business Plan	Exploring the Strategy and Structure best for Startups and MSMEs	Understanding Consumer Behavior and Product Branding	Developing your self-confidence and work life balance
3	Essentials of Project Management for Entrepreneurs	Challenges of Supply Chain Management for MSMEs	Product Pricing and Cost Management	Essentials of Digital Marketing
4	Leadership- role and challenges for Entrepreneurs	Team Development and Performance Management	Financing Options and Sources - Debt, Equities, Angel Investment etc.	Spreadsheet modelling for Entrepreneurs
5	Risk Management – Tools and Techniques for Entrepreneurs	Regulatory and Legal Compliance issues	Networking with stakeholders of business	Evaluation/Exam/Quiz Valediction