

UCCI Emerging Leaders' Programme 2019-20

including discussions within reflection and resilience circle

(in collaboration with IIMU)

Programme design:

Lectures: There will be **four** lectures. The details of faculty is listed in Annexure A.

Panel discussion: Two panel discussions on topics related to women in business.

The reflection and resilience circle: This is an active community that allows collaboration and discussions about business, with a focus on entrepreneurship and family business. The aim is to support one another in resolving both short and long term issues.

All participating members shall become members of 'the reflection and resilience circle', which is a community of all participants, alumni, mentors associated with the programme. The resilience and reflections circle members meet regularly to share skills and exchange ideas on how to professionalise their work environment. It is a great networking platform. Expert sessions: Mentors talk to us on their areas of expertise and experience.

Mentoring: The participants shall be divided in small groups, headed by a mentor. The mentor shall work closely with the participants, in a group and individually, to help resolve business complications, address concerns and implement steps discussed during lecture sessions.

Closed group advisory board: The above mentorship programme will create closed groups of 3-6 members who can act (on a voluntary basis) as an informal board for each other. This will help exchange ideas, introduce new ways of doing things and constantly provide support to each other.

Networking sessions: We shall hold a minimum of two networking sessions, to bring industry leaders, management consultants, academicians, members of the circles and IIMU students, together for exchange of ideas and building networks.

Study material: The participants shall be provided with relevant reading material, including books, for the participants. This material is hand-picked by the mentors and lecturers.

Total time commitment: 160 hours spread over 9 months. This includes preparation and assignment completion time.

Lectures:

Prof. Vasanthi Srinivasn

Women in Family business

Managing work-family expectations

Change management

Handling family dynamics

Managing professionals

Prof. Rajesh Pandit

Theory of business and visionary leadership

Business environment, mission and core competence

Shared vision and leadership

Shri. Ramakrishnan

Vision to action: implementation agenda

Analysis of existing reality

Processes to support vision

Implementation plan

Venue for lectures: Udaipur chamber of commerce and industry

Date and time for lectures: to be intimated

Readings/References (Indicative – to be finalised by faculty)

Women in Business, Harvard Business Press, 2005

Women in leadership: the family business advantage, Ernst & Young Report, 2015

The Role Of Women In Family Businesses, by Jaka Vadnjal & Blaz Zupan, Economic & Business Review, 2009

Why is UCCI conducting this programme?

Active participation by women in family businesses across the world is experiencing a rising trend. A survey conducted in 2015 by Ernst & Young (E&Y) among 525 of the world's largest family businesses in each of the top 21 global markets, observed that 22% of the top management team and 16% of their board members comprised women. More importantly, about 41% of the businesses reported that female members have shown greater interest in joining the business, and 70% of family businesses were considering a woman as their next CEO.

While traditionally the role of women has always been seen as invisible decision makers and supporters of their male counterparts in business, the emerging business environment has redefined the role of women and their participation in family businesses¹.

In the India context, many family businesses have experienced a shift in leadership role from men to women. Improvement in the level of professional education of, transition from a joint family to a nuclear family structure and changes in regulations² are some of the factors facilitating this shift. Notable large business houses in this regard include the Reliance group, Godrej, Piramal, Kinetic Motor Company, and the TVS Group³.

Background

With the changing business environment come risks, conflicts and challenges in human resource management. In this situation, obtaining the right business tools for managing change is critical for long term effectiveness and business growth.

Udaipur Chamber of Commerce (UCCI) in collaboration with Indian Institute of Management Udaipur (IIMU) is offering a programme which will facilitate higher engagement of women members of the family owned businesses in Udaipur. With an objective to leverage the potential of women members in family businesses, the programme includes workshops as well as collective group-thinking sessions facilitated by mentors.

This note outlines the objectives of the programme, design and content of the workshops comprising the programme, intended programme participants, as well as the outcome of the programme.

¹ Aka Vadjal & Blaz Zupan, 'The Role of Women in Family Business', Economic And Business Review, Volume 11, No. 2, 2009, 159-177

² Amendment made to the Hindu Succession Act granting inheritance rights to the daughters and legally making them 'equal' to the sons.

³ The Economic Times, April 22, 2014

Objective: The programme aims to transform the roles played by women participating when in family businesses. It will help participants enhance skills, capabilities, and most importantly adaptability of the individual to deliver business growth and sustainability. It will enable women to:

take strategic roles in family businesses,

develop leadership capabilities for larger and meaningful roles.

Participants: Business professionals, owners, aspiring leaders (from small, medium and large businesses). The 2019-20 programme will have a special focus on women in business.

Programme participants will include:

1. women who wish to contribute, and enhance their role within their family businesses
2. women who intend to start contributing to their family business
3. women entrepreneurs and professionals

The programme will have a maximum of 30 participants.

Programme fee

The programme fee is INR. 30,000/- for the year long programme. Of this, INR 10,000/- will be refunded on achieving 80% overall attendance (lectures from faculty and mentors).

Note: This is a highly subsidised fee, the actual cost of engaging the prominent faculty and senior mentors of this programme is way higher. The involvement of IIM Udaipur is purely pro-bono for this year, this too has substantially reduced the cost of running the programme.

Apply for the programme:

To ensure that we have a group of serious participants in the programme, we request everyone who is interested in joining to submit a write-up on what they want to achieve from this programme. The write up should be submitted by the end of day, Monday, 9th September 2019. It can be sent by e-mail to fambus@iimu.ac.in.

Writing about an ongoing challenge in business that the participant would like addressed during the programme, would increase the chances of selection.

About UCCI

The Udaipur Chamber of Commerce & Industry (UCCI), a multi-district apex body of trade, industry, mining & tourism and partnering industry and government alike through advisory and consultative processes, works to create and sustain an environment conducive to the growth of industry in Southern Rajasthan.

UCCI is a non-government, not-for-profit industry-led and industry-managed organisation, playing a proactive role in Rajasthan's development process. Founded over 47 years ago, it is Southern Rajasthan's premier business association, with a solid membership of over 400 industries/entrepreneurs from the private as well as public sectors.

About IIMU

Located at Udaipur, Rajasthan state, India, the Indian Institute of Management, Udaipur (IIMU) is a premier management institute offering post graduate courses in management. The courses at the institute includes its flagship programme, Post Graduate Diploma in Management (PGDM) as well as other programmes including the Management Development Programme (PGPX), and the doctoral programme, Fellow Programme in Management (FPM).

As enunciated in its mission statement, "Values-based and application-oriented management education", IIMU is a faculty-governed institute with a culture of academic excellence fostered by rigour in teaching and research. Most of the permanent faculty is made up recent doctoral graduates of leading schools in India and abroad who show potential for research of the highest quality. IIMU currently has 36 full-time faculty members all of whom have earned PhDs or are Fellows at top schools in India, Europe and North America.

IIMU pulses with the energy of a start-up while building on the prestigious accomplishments and traditions of the IIM network. It aims to set a new benchmark in the field of management education by combining excellence in both teaching and research. The Institute strives to make a real difference to the region, forging strong relationships with local NGOs and government and working closely with industry on live projects, internships, guest lectures, faculty research, and many events throughout the academic year.

Annexure A (7 pages)



Prof. Vasanthi Srinivasan

Professor Srinivasan is a Professor in the Organisational Behaviour and Human Resource Management Area.

Professional Leadership:

Board of advisors – National HRD Network Bangalore Chapter

Chairperson Fourth Wave Foundation, Bangalore

Board member of Enable India Bangalore

Member of the India leadership team of Globethics.net, a Geneva based organisation

She runs a website www.teachcsr.com, which has about 900 members and promotes teaching in Business Ethics and CSR in India.



Prof. Rajesh Pandit

Prof. Rajesh Pandit Visiting faculty at IIM Ahmedabad, IIM Rohtak, IIM Udaipur and IIM Shillong. He is also a guest faculty at IIM Bangalore where he has been teaching in Executive Education programmes.

He has been providing consulting to senior professionals from reputed organisations in Production, Sales, Marketing and Customer relationship areas. His experience spans pre-sales, client acquisition, key account management, delivery and operations management, strategic planning and vendor management and customer relationship management with highly reputed global organisations. He has worked extensively with customers in both US and India, and has been an external professional coach to high-potentials at different organisations, and a strategic advisor to several entrepreneurial ventures providing help to start-ups in funding readiness.

At Infosys, Rajesh was part of incubation team that was set up to pursue large deals. At Fidelity, as part of global in-house centre in Bangalore, he managed Strategic Planning and Vendor management organisation, and was responsible for crafting sourcing strategy for the firm and managed approximately \$80 million worth of work performed at different vendor locations. At Hewlett Packard, he was responsible for India business of HP's Professional Services business. During these roles, he interacted closely with several CXO's from reputed organisations across the globe and built strong customer relationships and internal delivery organisations.



Sri. Ramakrishnan

Sri. Ramakrishnan (Ramki) was the President of Mytrah Energy India Ltd until end Mar 2014. Mytrah Energy is an IPP in Renewable energy and an operating company in India and its holding company Mytrah Energy Ltd is AIM listed company in London Stock Exchange. He guided and developed the Organisation & business development process for what it is today.

Prior to this he was the Managing Director, GMR Industries Ltd from Jun 2008 to Aug 2010; Joint MD from July 2006 to Jun 2008 , Chief Executive in Sanmar Engineering of the Sanmar group from 2002 to 2006. Vice-President operations in Addison Tools of the Amalgamation Group . Previous to this he worked with Carborundum Universal of Murugappa Group in various capacities in Sales & Marketing, Product Development, Technical services, Heading Manufacturing , International Business development etc, He started his career with MICO - Bangalore currently the Bosch group as an apprentice and between 1976 - 1979 he was an Engineer responsible for Training of Apprentices, Graduate Trainees and Technical Trainees.

He has been associated with various Engineering Institutes/ Colleges and Business schools as visiting faculty or for guest lectures.

He has summarised the learning from various best books and shared this with people at large . Some of the books he has reviewed and summarised are - Don't Sprint the Marathon, Good to Great, How the Mighty fall, Fish, Change your questions Change your life, Derailed, Owning up, Know can do, Discipline of Execution, Working with Emotional Intelligence etc,

A Professional who is a practitioner who has lived through challenges and executed his experience in turning around companies and building organisations, Ramki's areas of experience include, General Management & P & L, Board Level Experience, Organisation Development, Sales & Marketing, Manufacturing, Change Management, Turning around sick/ loss making companies, and Academic interactions.

Mentors:**Mrs Neelima Khaitan**

Neelima Khetan is the Group CSR Head for Vedanta Group, a global diversified resources company. In this capacity, she provides oversight and guidance to the CSR efforts of 11 business units of the Group across India and Africa. She is also Vice President, CSR at Hindustan Zinc (part of Vedanta Group). HZL is a world leader in zinc production, as also lead and silver. HZL has a long history of working for community betterment, and is among the Top-20 CSR spenders of the country. Neelima joined Vedanta in November 2015.

Prior to joining HZL, Neelima was the Director, CSR and Sustainability for Coca Cola in India and South West Asia – where she worked for 3.5 years.

Neelima has long experience of the social sector, having held leadership positions like – India Country Director of the American India Foundation and Chief Executive of Seva Mandir. She was also the Acting Director of Institute of Rural Management, Anand (IRMA), from June 2006 to May 2007.

Neelima has served on the Boards of many NGOs and Academic Institutions. She has also served on many Central and State Government Committees, including the Land Reforms Committee of the Government of India and the Task Force to suggest Decentralised Funding Mechanisms to the Planning Commission.

Neelima received the Laxmipat Singhanian-IIM Lucknow National Leadership Award for young leaders from India's Prime Minister in December 2006. In March 2007, she was given the Maharana Mewar Award from the Maharana Mewar Foundation, for work of permanent value to society through service and philanthropy.

Neelima holds a Master's in Rural Management from IRMA and a Bachelor's in Commerce from Shri Ram College of Commerce, Delhi University.

Shri Arun Singhal

Arun Singhal is the Founder and Managing Partner of Enrichmentors India. He founded Enrichmentors in 2007 to help Small & Medium Enterprises in India improve their business through consultation, coaching and counselling. He has done his Post Graduate Diploma in Management in Marketing and Finance from Indian Institute of Management (IIM), Bangalore, India. Arun worked for Dumex, Johnson & Johnson and Unilever in India and Asia Pacific based in Delhi, Mumbai and Singapore in a variety of management roles spanning sales, marketing, operations and general management for 26 years. His mission now is to share his knowledge and experiences of these 26 years with Small & Medium Enterprises and help them improve improve their business. Some of the companies he has worked as a consultant are Ayushakti, Mind Technologies, Hia Designs, Bayer, Cello, Makarizo, Kris & Volkswagen. He has been now associated with IIM Udaipur since past five years and can be contacted at arunsinghal@hotmail.com.

Ms Payal Pitliya

Payal Pitliya has over fifteen years of comprehensive human resources experience in corporate world. She started her career with Indian Express and went on to head HR wing of one of the biggest Apparel export house in Asia, her last assignment was with a Global organization as Group Head – HR, engaging and providing strategic HR direction to over 20 countries.

She is a certified NLP (Neuro Linguistic Programming), MBTI (Myers–Briggs Type Indicator) and EUM (Existence Universal Mapping) practitioner and has coached young managers across streams. She is an active member of NHRD and SHRM forums. She has been part of Hoshin Kanri with senior management to set up the vision for the company, establish Quality Policy, Quality Objectives and Quality Management Systems. She has conducted alignment programs across various functions to foster team work and has been instrumental in spearheading various Lean initiatives. Her work in Organization development and Operational optimization interventions through an organization specific Implement – Teach – Train and Transfer approach to proliferate and sustain the best practices has won her many accolades. Currently she is heading the learning and development initiatives at Indian Institute of Management Udaipur.

Mrs Nandita Singhal

While Nandita has been involved with Secure since its inception, she only started to work there in 2006. Being in an enviable place, where she knew the business yet was distant from it she was able to develop a helicopter view. This helped drive Secure's strategy and make it take a values-based approach which has strengthened the brand in all our territories.

While at work, she led the Design and Communications team and spearheaded the employee engagement programmes, as well as starting our volunteering programmes.

Today she is a member of the Board who continues to work at Secure, steering development from a design, usability and communications perspective.