



# Managerial Effectiveness Programme for Emerging Leaders

**SPJIMR Delhi Campus**

**6-8 December, 2023**

**Programme Duration: 3 days**

## Programme Overview

The turbulent world of today calls for leadership and effective management from people across levels in organizations. It is critical for organizations to build a reservoir of talent that will continue to steer the organization and ensure continuing organizational success and effectiveness. This workshop is designed to orient potential or emerging leaders to take on, or more effectively execute, leadership and managerial responsibilities. It will provide participants a head-start or a boost to take on leadership roles at middle and senior levels in their organizations.

## Programme Objectives

The programme is designed to enable participants:

- Develop a sharper understanding of their role as current or emerging leaders
- Recognize the critical challenges before organizations and required leadership responses
- Become better aware of their own leadership behaviour, styles and effectiveness
- Acquire a wider choice of behavioural options as leaders and managers
- Achieve greater clarity about the areas of their development to enhance leadership competence

## Target Audience

Managers at middle and upper-middle levels who are hold, or are expected to hold, leadership positions in the organization.

## Key Take-Aways

By the end of the programme, participants are expected to:

- Think and feel better-equipped to take on higher-level leadership roles
- Be better able to motivate, develop and empower their teams more effectively
- Develop a strategic bent of mind that will enable them drive business objectives
- Take on greater ownership of the company's vision and goals
- Have the capacity to build and manage teams towards greater synergy and performance
- Know how to shape organizational culture to cope with contemporary environmental challenges
- Have a plan for their future personal and professional development

## Programme Content

- Getting to grips with today's business challenges
- Re-examining the role of leadership
- Leadership behavior, styles and effectiveness
- Leadership vision
- Emotional competence
- Getting the best performance from people
- Building high performance teams
- Driving change in the organization
- Developing and sustaining a dynamic organizational culture

## Pedagogy

The programme uses a variety of pedagogical tools that include:

Case analysis

Role plays

Simulation exercises

Group discussions

Lecture-discussions

## Programme Directors



**Dr. Keith C. D'souza**

Honorary Visiting Faculty  
Organisation & Leadership Studies  
(OLS)

Over 40 years of experience covering academic teaching and administration, research and consulting in management and human resource development and management-level employment in the corporate sector. Was faculty member at XLRI Jamshedpur for 11 years in the capacities of Professor of OB and HR, Coordinator-L&T-XLRI Centre for HRD, and Dean-Academics. Served for about 13 years in the corporate sector in senior level HR positions, including Country HR Head - DHL Worldwide Express, Associate VP (HR) - Ion Exchange India Limited, Chief HR Officer-Epicenter Technologies, Director (Organisational Effectiveness) - Pfizer Limited and Vice-President (Organisation Development) - Wockhardt Limited.

Dr. D'Souza was a founding member of the National HRD Network in India and the first full-time Executive Director of the Academy of HRD in Ahmedabad. He played an instrumental role in developing and running the then XLRI-AHRD Fellow Programme in HRD and was member of the Governing Board of the Academy of HRD. He collaborated with the University of London's School of African and Asian Studies in 1991 on an international study of non-formal education and was delegate to an international conference at the ILO International Training Centre at Turin. He was USIS Visiting Fellow on Workforce Training in the USA in 1995, and visiting professor at SP Jain Center of Management - Dubai and Singapore as International Adjunct Professor on deputation from SPJIMR. He has extensive experience in designing and conducting management development programmes for a wide variety of organizations in the corporate business and non-business sectors. He has published books and journal articles in the areas of Organisational Behaviour and Human Resource Development, and consults with various organizations in both, the profit and not-for-profit sectors.

### Certificate of Participation

A certificate of successful participation by S.P. Jain Institute of Management & Research (SPJIMR) will be issued to each delegate at the completion of the programme.

**Fees: Rs 34,900 per participant + taxes  
(Early Bird and Group Discount applicable)**

For more information contact-

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**Dr. Mihir Ajgaonkar**

Associate Professor  
Chairperson – Organisation &  
Leadership Studies

Dr. Ajgaonkar is a Human Resource Professional with an extensive leadership experience in consulting and HR leadership positions in diverse national cultures (India, UK, Far East, South Asia, Middle East). He served as Senior Vice-President & Head HR in Reliance Power Ltd; Head – HR & Change Management, L&T Heavy Engineering & other L&T group organizations; Head - Organization Development, Zensar Technologies (a Fujitsu joint venture); TQM Manager, Marico Industries Limited; and Manager- Corporate Human Resources, Taj Group of Hotels.

During his versatile career, Dr. Ajgaonkar led transformation consulting assignments for a global wealth management centre of the largest Swiss banking corporation in HR process engineering and culture building initiatives and for other clients in multiple geographies. He effectively contributed to the turnaround of a premier construction equipment business through organization development interventions and executed HR integration as part of mergers and acquisitions.

Mihir has published research papers, case studies and articles in leading journal, and co-authored a compendium "Geometry of HR". He is an avid reader and loves scuba diving and travelling.

### About SPJIMR

SPJIMR is counted among the top 5 B schools of India. In addition to our Mumbai campus, we also have a state-of-the-art Executive Education Centre in Delhi.

We are a part of the Bharatiya Vidya Bhavan and function as an autonomous Institute with entrepreneurial agility. Our guiding principles are to influence practice and promote value-based growth. We build on this through pedagogic innovations and pioneering programmes, which have helped us carve a unique and distinctive path in management education. SPJIMR has been recognized for its innovative programmes by global accreditation bodies-AACSB and AMBA.

Bharatiya Vidya Bhavan's S P Jain Institute of Management & Research (SPJIMR) is one of the six Indian business schools, along with IIM Ahmedabad, IIM Bangalore, IIM Calcutta, ISB and IIM Lucknow, to make it to the QS Global MBA rankings. This is the fifth consecutive year that SPJIMR is on this elite list.

Our salient features are as follows:

- 42 years legacy of management education
- 25+ years of executive education
- Over 12,000+ alumni,
- 100+ Corporate Partners,
- 50+ Global Partners,
- Renowned faculty with extensive corporate experience
- Globally recognized among top 5 B-Schools from India
- International accreditation by AMBA and AACSB