FIIB
Enter to Learn, Leave to Succeed

FIIB | Center for Executive Education

PROGRAMME PORTFOLIO · 2026-27

Executive programmes for the AI era

Forty-seven programmes across thirteen themes, from one-day labs to nine-month certificates and degrees. Each is designed with industry practitioners, built around participants' own work, and available as an open cohort or delivered in-house for your organisation.

- Degrees & Doctoral
- General Management & Strategy
- Artificial Intelligence
- Compliance & Risk
- Global Growth
- Finance for Managers
- Product Management & Innovation
- Data & Decision Intelligence
- Operations & Supply Chain
- Marketing, Sales & Customer Growth
- Leadership, People & Culture
- Communication, Influence & Negotiation
- Responsible Business

47
programmes

13
themes

4
formats, from labs to degrees

100%
available in-house

AACSB ACCREDITED

About this portfolio

FIIB (Fortune Institute of International Business), New Delhi, is an AACSB-accredited business school with more than three decades in management education. Its Centre for Executive Education designs programmes with industry practitioners and benchmarks each one against leading Indian and global executive-education offers, so that formats, outcomes and content match what working managers can apply the next day.

Each programme in this portfolio is described by its objectives and outcomes, its content, duration and mode, and the pedagogy used to deliver it. Faculty profiles are shared separately in the CEE Faculty Brochure, and fees, dates and in-house pricing are available on request.

How we deliver

Open programmes

Scheduled cohorts on the FIIB campus in New Delhi or live online, with peers from several organisations and sectors.

In-house programmes

Any programme run for one organisation, on its premises or at FIIB, with cases and exercises built on the client's own data and decisions.

Customised learning journeys

Modules from several programmes combined into a journey for a function, a leadership cohort or a capability-building mandate.

Built-in follow-through

Most programmes include a Day-30 clinic, a capstone or an applied project, so that learning is tested on real work.

Formats used in this portfolio

Format	Typical length	Best for
Lab or bootcamp	1–2 days	A specific skill or compliance need, applied immediately
Certificate	6–12 weeks	Building a capability with a project on live work
Executive programme	3–9 months	Role transitions and senior leadership development
Degree or doctorate	2–4 years	A full qualification alongside a career

An accredited school

AACSB ACCREDITED

Portfolio at a glance

All 47 programmes in one view, grouped by theme. Full descriptions follow.

Ref	Programme	Duration	Mode
DEGREES & DOCTORAL			
P-01	PGDM for Working Professionals (MBA in AI Analytics and Enterprise Leadership)	2 years	Blended
P-02	Executive Fellow Programme in Management (EFPM)	4 years, part-time	Four five-day residencies on campus in Year 1
GENERAL MANAGEMENT & STRATEGY			
P-03	Executive Programme in General Management & Leadership in the AI Era	6 months	In person
P-04	Project Management with AI (PMP-aligned)	8 weeks	In person
P-05	Family Business Management & Next-Gen Leadership	4 months	In person
ARTIFICIAL INTELLIGENCE			
P-06	Master's Certificate in AI Leadership	9 months	Blended
P-07	Executive Certificate in Agentic AI Deployment	12 weeks	Live online + weekly mentor pods
P-08	GenAI for Everyday Productivity: Hands-on Bootcamp	2 days · 12 hours	In person
P-09	AI for HR: People, Powered Across the Employee Lifecycle	2 days · 12 hours + Day-30 clinic	In person
P-10	Finance at Machine Speed: AI for Planning, Control and Risk	6 weeks	In person
P-11	AI for Lean Operations, Quality and Productivity	6 weeks · 30 hours + plant lab	In person
P-12	The Autonomous Supply Chain: AI for Planning, Sourcing and Delivery	6 weeks	In person
COMPLIANCE & RISK			
P-13	The Corporate Shield: DPDP Act Readiness Bootcamp	2 days	In person
P-14	Labour Codes Mastery: Compliance and Contract Workforce Management	2 days · 15 hours	In person
P-15	BRSR Excellence: From ESG Disclosure to Assured Sustainability Reporting	4 days	In person
P-16	Executive Program in Integrated Insurance Risk Management	2 days · 12 hours	Live online
GLOBAL GROWTH			
P-17	Export–Import & International Trade Management	3 months	In person
P-18	Selling Across Borders: International Sales Mastery for Teams Going Global	2 days · 15 hours + Day-30 clinic	In person
FINANCE FOR MANAGERS			
P-19	Finance for Non-Finance Managers	2 days in person, or 6 weekly sessions live online	In person or live online
PRODUCT MANAGEMENT & INNOVATION			
P-20	Product Management with AI (Executive Certificate)	12 weeks	In person
P-21	Design Thinking for Business Innovation: From Customer Problem to Tested Solution	2-day studio + 2-week prototype sprint	In person

Ref	Programme	Duration	Mode
DATA & DECISION INTELLIGENCE			
P-22	Critical Thinking in an AI World: What Future Managers Need Beyond Prompts	2 days · 12 hours + assessed case	In person
P-23	Structured Problem Solving with GenAI	1 day · 6 hours	In person
P-24	Business Analytics and Machine Learning for Managers	2 days	In person
P-25	Behavioural Science for Managers: Nudges that Change Decisions	1 day	In person
OPERATIONS & SUPPLY CHAIN			
P-26	Mastering Supply Chain Analytics with AI	2 days	In person
P-27	AI-Powered Corporate Logistics Cost Optimization	2 days · 15 hours	In person
MARKETING, SALES & CUSTOMER GROWTH			
P-28	AI-Powered Performance Marketing: Plan, Run and Optimise Campaigns Across Search, Social and AI	12 weeks	Live online
P-29	Marketing Leadership with AI: From Customer Insight to Growth Strategy	6 weeks	In person
P-30	Consumer and Customer Insight Analytics	1 day	In person
P-31	Marketing for Non-Marketing Professionals	1 day · 6 hours	In person
P-32	Selling in the Digital Age: AI-Enabled Sales Management	2 days	In person
LEADERSHIP, PEOPLE & CULTURE			
P-33	Strategic HR & People Analytics with AI	4 months	In person
P-34	People Analytics: Turning Employee Data into Action	2 days · 12 hours	In person
P-35	Measuring the ROI of Learning and Development	1 day · 6 hours + ROI toolkit	In person
P-36	Leading High-Performance Teams	1 day + team diagnostic + 30-day clinic	In person
P-37	Inclusive Leadership and POSH-ready Workplaces	1 day · 6 hours	In person
P-38	Mindful Leadership: Building Resilience, Clarity and Composure	2 days	In person
P-39	Unlocking Potential: Effective Coaching & Mentoring Practices	2 days + 3 supervised practice sessions	In person
P-40	Cross Cultural Communication for Effective Management	2 days	In person
P-41	Fair and Inclusive Talent Decisions: Reducing Bias in Hiring, Appraisal and Promotion	1 day	In person
COMMUNICATION, INFLUENCE & NEGOTIATION			
P-42	Executive Programme in Strategic Leadership Communication	3 months	Blended (in-person workshops + live online clinics)
P-43	Business Negotiation and Conflict Resolution	2 days · 12 hours	In person
P-44	Business Writing and Persuasive Communication for Managers	2 days	In person
P-45	Executive Presence and Strategic Storytelling	2 days · 15 hours	In person
RESPONSIBLE BUSINESS			
P-46	ESG Strategy and Value Creation Bootcamp for Senior Leaders	2 days · 15 hours	In person
P-47	AI Ethics and Governance for Leaders: An Indian Knowledge System Lens	Half-day	In person

Degrees & Doctoral

Two AICTE-approved qualifications for professionals who want a full degree or a doctorate without leaving their careers.

P-01 PGDM for Working Professionals (MBA in AI Analytics and Enterprise Leadership)

DURATION
2 years · 4 semesters, 8 mini-terms

MODE
Blended – live online sessions on weekdays, on-campus classes on alternate weekends, plus immersions

OBJECTIVES

An AICTE-approved two-year PGDM, positioned as an MBA in AI Analytics and Enterprise Leadership, for experienced professionals who must lead AI-enabled change, not just use AI tools. It builds management depth, analytics fluency and enterprise judgement together, so that evidence becomes decisions and decisions become organisational movement, without stepping away from work.

OUTCOMES

Graduates frame a business question so the numbers answer what leadership needs to know, and read financial statements diagnostically. They anticipate how market change reaches the P&L, redesign the constraint that breaks an operating model, and design the people conditions a change programme needs. They judge which enterprise processes should be delegated to AI and which should not, and lead through ambiguity with three human capabilities: judgement, adaptability and resilience.

BRIEF CONTENT

Year 1, Enterprise Architecture & Capabilities, runs across four three-month mini-terms and eight core courses: Quantitative Decision Sciences for Executives; Customer Insights & Growth Strategy; Financial Reporting & Diagnostic Accounting; Applied Business Economics & Market Dynamics; Smart Operations & Supply Chain Architecture; Strategic Human Capital & Organisational Dynamics; Corporate Strategy & Competitive Advantage; and Generative & Agentic AI for Enterprise Innovation.

Year 2 adds Applied Analytics & Business Foresight (Diagnostic & Predictive Analytics; Applied Business Intelligence & Research) and Digital Infrastructure & Corporate Stewardship (Enterprise Data & Cloud Strategy; Sustainable Enterprise Governance & Business Ethics). Four electives are combined into one of five career pathways: Strategy & Consulting, Product Management & Digital Business, Family Business & Entrepreneurship, Analytics & Data Intelligence, or AI & Technology Leadership. A two-part capstone integrates AI, analytics and enterprise leadership and is defended at the Grand Finale.

PEDAGOGY

Live online sessions on weekdays and on-campus classes on alternate weekends let participants keep their roles while they learn. Mini-terms keep work and study in contact, and every session opens on a live enterprise problem rather than a closed case. Industry-practitioner faculty lead a substantial part of the teaching, and each participant is supported by industry coaches and mentors. Five immersions include an Executive Launchpad, two Personal Growth Labs on judgement, adaptability and resilience, a one-week immersion at the National University of Singapore, and the Capstone Grand Finale.

P-02 Executive Fellow Programme in Management (EFPM)

DURATION	MODE
4 years, part-time · 12–15 hours a week	Four five-day residencies on campus in Year 1, then supervised research

OBJECTIVES

An AICTE-approved, four-year part-time executive doctorate that bridges academia and industry. Senior professionals take on a relevant, unresolved business problem from practice and turn it into rigorous, interdisciplinary research, building research capability that sets them apart and opens larger roles, consulting, academia and, ultimately, a portfolio career.

OUTCOMES

Fellows demonstrate breadth and depth of knowledge in their chosen area, and undertake independent, original and responsible research with analytical, methodological and ethical rigour. They design and defend a research proposal, write a systematic literature review, apply qualitative and quantitative methods to doctoral standard, present their work at open seminars, and submit a thesis that they defend before an external examiner, while applying what they learn at work as they go.

BRIEF CONTENT

Year 1 is coursework, taught in four five-day residencies on the New Delhi campus. Residency 1 gives an overview of the business research process, reading academic papers and philosophy and methods. Residency 2 builds research competencies, applied methods, advanced literature review and finding the research gap. Residency 3 covers research design, three area courses and the researcher's paradigmatic position. Residency 4 covers qualitative and quantitative methods, data analysis, ethics approval and pathways to impact.

Year 2 brings Continuous Assessment Seminars 1 and 2, the comprehensive examination, and proposal submission, presentation and title registration. Year 3 covers thesis development, a literature-review paper and an open seminar. Year 4 completes Continuous Assessment Seminars 5 and 6, the pre-submission seminar, thesis submission and the oral defence. Optional workshops cover advanced quantitative and qualitative techniques, research paper, proposal and thesis writing, a publications clinic, developing a consulting practice and preparing to teach.

PEDAGOGY

A flexible format combines face-to-face residencies, online sessions, supervised research and independent study, at 12 to 15 hours a week. Each fellow works with a supervisory team with complementary advisory strengths, and six-monthly Continuous Assessment Seminars track progress. Personal-development workshops run in every residency, a senior cohort of business executives provides peer learning and lasting connections, and accomplished faculty bring extensive research and consulting experience to every stage.

General Management & Strategy

Longer programmes for managers stepping into general-management, project and family-enterprise leadership roles.

P-03 Executive Programme in General Management & Leadership in the AI Era

DURATION	MODE
6 months	In person, mostly weekends

OBJECTIVES	To bridge the gap between functional expertise and enterprise-wide leadership, equipping managers to lead strategy, people, finance and AI-led change together.
OUTCOMES	Participants set and communicate strategy, make trade-offs across functions, read financials, manage a P&L, lead high-performance teams, negotiate across stakeholders, and identify where AI changes the business model and lead its adoption.
BRIEF CONTENT	Eight modules build the general manager's toolkit. Strategy and competitive advantage sets direction and trade-offs; finance for business leaders covers P&L ownership, business cases and capital decisions; marketing and customer growth links customers to revenue; operations and supply chain addresses cost, quality and delivery. Leading high-performance teams and negotiation and influence develop people leadership, critical thinking and decision-making sharpen judgement, and AI for general managers covers use cases, governance and leading AI-led change across the business unit.
PEDAGOGY	Practitioner-led modules taught from live business cases, CXO guest sessions and a senior peer cohort. It culminates in a mentored capstone: a transformation plan for the participant's own business unit, reviewed by senior leaders.

P-04 Project Management with AI (PMP-aligned)

DURATION	MODE
8 weeks	In person, mostly weekends

OBJECTIVES	To build project-management capability aligned to the PMBOK and PMP standard, and to show how AI speeds up planning, estimation, risk tracking and reporting.
OUTCOMES	Participants plan scope, schedule, cost and resources for a live project, choose between predictive, agile and hybrid delivery, keep AI-assisted risk logs and status reports, and prepare for the PMP certification exam.
BRIEF CONTENT	The curriculum follows the project life cycle. Initiation covers business cases, charters, scope and stakeholder mapping. Planning covers work breakdown, scheduling, cost estimation and resource allocation. Execution and control cover risk registers, quality management, change control and earned-value reporting. Delivery models compare predictive, agile and hybrid approaches, with Scrum and Kanban in practice. Leadership modules address project teams and stakeholder communication, while AI tools for estimation, risk tracking and reporting run throughout, alongside structured preparation for the PMP examination.
PEDAGOGY	Case work and simulations, a capstone in which each participant plans a real project from their own organisation, and mock-exam practice that makes the programme a direct route to PMP certification.

P-05 Family Business Management & Next-Gen Leadership

DURATION	MODE
4 months	In person

OBJECTIVES	To help family enterprises professionalise without losing family harmony, and to prepare the next generation to lead growth and succession, especially in MSMEs and mid-market firms.
OUTCOMES	Participants draft a family constitution, set up a family council, plan the transfer of ownership and control, professionalise management, governance and reporting, and build a growth plan for their family enterprise.
BRIEF CONTENT	Family governance covers the family constitution, family council, family office and the boundary between family and business. Succession planning addresses the transfer of ownership, management and control, and the development of next-generation leaders. Professionalising management looks at boards and independent directors, management systems, financial reporting and attracting non-family talent. Finance, wealth and growth strategy for family firms covers capital structure, diversification and wealth preservation, and the programme closes with each participant's transformation project for their own enterprise.
PEDAGOGY	Peer learning among business families, sessions with family business leaders and case discussions, anchored by a mentored transformation project on the participant's own enterprise.

Artificial Intelligence

Seven human-led AI programmes, from a two-day productivity bootcamp to a nine-month leadership certificate, each built around a real problem from the participant's own work.

P-06 Master's Certificate in AI Leadership

DURATION
9 months · 210 hours, including a 15–20 hour NUS certification

MODE
Blended – live sessions plus ten immersion days in Delhi, Mumbai and Bengaluru and one week at the National University of Singapore

OBJECTIVES

The gap between AI ambition and AI adoption is a leadership problem. This nine-month programme moves organisations from isolated AI experiments to enterprise transformation by developing leaders who can frame the right problem, align stakeholders, build a defensible business case, govern human–AI decisions and carry adoption through the organisation. It rests on three pillars: AI acumen, strategic judgement and ethical grounding.

OUTCOMES

Participants identify where AI creates measurable value and prioritise opportunities through structured impact analysis; translate a challenge into a precise AI use case; design, build and deploy a working no-code AI solution; develop a CFO-defensible business case with baselines, targets and measures; lead mixed teams of people and AI agents with clear oversight and escalation; drive organisation-wide adoption; establish governance aligned with India's DPDP Act; and defend an organisation-wide transformation roadmap before a CXO panel.

BRIEF CONTENT

The programme is a build journey of three arcs and nine studios over 210 hours. Arc 1, Rewire your role: read the signal in your role, choose your tools and build your first agent, then refine it, prove it and make the case. Arc 2, Reimagine across functions: move from role to function, orchestrate hybrid multi-agent collectives, and build and prove a cross-functional solution with its CFO-ready business case.

Arc 3, Transform the organisation: take the function-scale solution to organisation grade, stress-test it and quantify its value, and design AI strategy with ethical governance and a continuous-learning culture. Month by month, participants move from reading the signal in their role to staging the transformation, with hybrid-team orchestration in Month 6 and the transformation playbook and capstone in Month 9. Governance runs throughout, with the DPDP Act, MeitY frameworks and India Stack cases built into the curriculum, and the course includes a 15–20 hour NUS certification.

PEDAGOGY

Every session is led by industry practitioners who have led AI-driven change, and each participant is supported by coaches and mentors from industry. Participants bring their employer's real problem and build a solution the employer owns. Ten immersion days across Delhi, Mumbai and Bengaluru and a week at the National University of Singapore connect learning to three business ecosystems. Three arc-gated jury defences before independent industry panels replace internal grading, and a distinctive strand teaches leaders to supervise mixed teams of people and AI agents.

P-07 Executive Certificate in Agentic AI Deployment

DURATION	MODE
12 weeks · 60 hours (about 5 hours a week)	Live online + weekly mentor pods

OBJECTIVES	To help managers, functional heads and business owners, with no coding background, design, deploy and govern AI agents for the work their role owns, moving from experimentation to a working, measured deployment.
OUTCOMES	Participants turn a workplace problem into a feasible agent use case, design the human–AI workflow, build it with no- and low-code tools, run it under monitoring and human oversight, and defend measured results to executives.
BRIEF CONTENT	Weeks 1–3, Discover: map a workflow the participant owns, identify where an agent can help, and assess value, feasibility, data and risk. Weeks 4–7, Build: design the human–AI workflow, choose no- and low-code tools, build the agent and test its failure modes. Weeks 8–10, Deploy and prove: put the agent into controlled use, monitor performance, keep humans in the loop and document the change. Weeks 11–12, Lead: build the executive narrative, quantify impact and defend the deployment at demo day.
PEDAGOGY	Four stage gates, applied deployment on a live role-based problem, weekly mentor pods, a live demo-day defence and an implementation clinic 30 to 60 days after completion.

P-08 GenAI for Everyday Productivity: Hands-on Bootcamp

DURATION	MODE
2 days · 12 hours	In person

OBJECTIVES	To make generative AI a daily, safe and effective work habit, and to build prompting and workflow skills that scale from the individual to the team.
OUTCOMES	Participants use leading GenAI assistants for writing, research, analysis and presentations, write structured and reusable prompts, automate a recurring task end to end, and apply clear rules on verification, confidentiality and judgement.
BRIEF CONTENT	The bootcamp opens with the landscape of GenAI assistants and what each does well. Participants then practise prompting for writing and editing, research and summarisation, data analysis and spreadsheets, and slides and presentations. A module on human–AI collaboration sets rules for when to trust, check or override AI output. Team sessions turn individual prompts into shared templates and workflows, and a responsible-use module covers data privacy, confidentiality, accuracy, intellectual property and disclosure when AI has been used.
PEDAGOGY	Every session is a hands-on lab on participants' own tasks, so each person leaves with a personal prompt and workflow library ready to use at work the next morning.

P-09 AI for HR: People, Powered Across the Employee Lifecycle

DURATION	MODE
2 days · 12 hours + Day-30 clinic	In person

OBJECTIVES	To show HR leaders where AI adds value across hiring, onboarding, performance, learning and retention, and to equip them to adopt AI responsibly in people decisions.
OUTCOMES	Participants map and prioritise AI use cases across the employee lifecycle, evaluate HR-tech tools and vendors, use people analytics to predict attrition and improve engagement, and set guardrails for fairness, privacy and transparency.
BRIEF CONTENT	The programme opens with the HR operating model for AI and what an AI-ready workforce requires. Lifecycle modules cover AI in talent acquisition and onboarding, from sourcing and screening to candidate experience; AI in performance, learning and career development, including skills mapping and personalised learning; and people analytics for engagement and attrition prediction. A responsible-AI module addresses bias in algorithms, consent, explainability and DPDP Act obligations, and participants finish by prioritising use cases and evaluating HR-tech vendors.
PEDAGOGY	Hands-on labs with HR datasets and AI tools, live HR-tech vendor demonstrations, and a Day-30 clinic that reviews each participant's own use cases.

P-10 Finance at Machine Speed: AI for Planning, Control and Risk

DURATION	MODE
6 weeks · 30 hours + Excel / Power BI / Copilot lab	In person

OBJECTIVES	To help finance teams use AI and automation across planning, close, control and risk, shifting finance from reporting the past to forecasting and steering the business.
OUTCOMES	Participants build AI-assisted forecasts and rolling budgets, automate parts of the month-end close and reconciliation, use analytics to detect anomalies and strengthen controls, and create Power BI dashboards and a finance-AI plan for their team.
BRIEF CONTENT	AI in FP&A covers driver-based and machine-learning forecasting, rolling budgets and scenario planning. Close and reporting automation looks at reconciliations, journal entries and management reporting with automation and Copilot. Controls and audit analytics cover anomaly detection, continuous controls monitoring and fraud detection. Finance risk modules apply analytics to liquidity, credit and market risk. A dedicated lab builds forecasts, dashboards and automations in Excel, Power BI and Copilot, and participants finish with a finance-AI use-case plan for their team.
PEDAGOGY	Live cases on finance transformation, a hands-on Excel, Power BI and Copilot lab on real finance datasets, and a guided finance-AI use-case project. The advanced follow-on to Finance for Non-Finance Managers.

P-11 AI for Lean Operations, Quality and Productivity

DURATION	MODE
6 weeks · 30 hours + plant lab	In person, with a visit to a partner plant

OBJECTIVES	To combine lean, Six Sigma and TPM with industrial AI to raise quality and productivity, and to show where AI fits into continuous improvement on the shop floor.
OUTCOMES	Participants map value streams and remove waste, apply DMAIC to a real quality issue, use AI for vision-based inspection, predictive maintenance and OEE analytics, and deliver an improvement project with measured gains.
BRIEF CONTENT	Lean modules cover value-stream mapping, the eight wastes, standard work and visual management. TPM and OEE modules show how to measure and improve equipment effectiveness. Six Sigma modules teach DMAIC, root-cause analysis and statistical quality control. Industrial AI modules cover computer-vision inspection, predictive maintenance, yield analytics and OEE dashboards, with guidance on data readiness and vendor selection. Change management for operational excellence closes the programme, and the plant lab shows these methods running on a live line.
PEDAGOGY	A visit to a partner plant, shop-floor cases, data exercises and a guided improvement project on the participant's own operation, with an optional Lean Six Sigma Yellow Belt.

P-12 The Autonomous Supply Chain: AI for Planning, Sourcing and Delivery

DURATION	MODE
6 weeks · 30 hours + simulation capstone	In person

OBJECTIVES	To show how AI and autonomy change supply-chain planning, sourcing and delivery end to end, and to build the capability to design an AI-enabled supply-chain roadmap.
OUTCOMES	Participants apply AI to demand forecasting, S&OP and inventory decisions, use control towers and digital twins to respond to disruption, evaluate AI in procurement and supplier risk, and run an end-to-end supply-chain simulation.
BRIEF CONTENT	The programme opens with supply-chain strategy in the AI era and the shift from manual planning to sensing and responding. Planning modules cover demand forecasting, supply planning, sales and operations planning and inventory optimisation with AI. Sourcing modules address supplier risk, spend analytics and AI in procurement. Delivery modules cover logistics, control towers and digital twins for scenario testing and disruption response. A planning simulation lab and an end-to-end simulation capstone bring the decisions together under realistic constraints.
PEDAGOGY	Live cases, a planning simulation lab on forecasting, S&OP and inventory, and an assessed end-to-end simulation capstone with a full debrief.

Compliance & Risk

Four programmes that turn new Indian regulation, in data protection, labour law, ESG disclosure and insurance risk, into working documents and decisions.

P-13 The Corporate Shield: DPDP Act Readiness Bootcamp

DURATION	MODE
2 days · 15 hours + Day-30 online clinic	In person; monthly open batches and in-house runs

OBJECTIVES	To turn the Digital Personal Data Protection Act, 2023 and its Rules into an operational compliance plan, moving organisations from reactive IT fixes to proactive data governance and away from penalties of up to ₹250 crore.
OUTCOMES	Participants map their personal-data journeys, design valid notice, consent and rights processes, manage vendor risk through DPDP-compliant contracts, run a breach-response plan, and leave with a compliance report and 90-day plan.
BRIEF CONTENT	Eight modules take participants from law to practice: the DPDP mandate in plain English; readiness diagnosis and data-journey mapping; purpose limitation, notice, consent and data-principal rights by design; vendor and processor risk and data processing agreements; the breach room, a live incident simulation with reporting duties; governance, retention and responsible use, including the role of the Data Protection Officer; turning findings into a 90-day plan; and an implementation clinic at Day 30.
PEDAGOGY	Function-specific tracks for the board, product and IT, marketing and procurement, ready-to-use templates, an immersive data-breach simulation and a Day-30 implementation clinic.

P-14 Labour Codes Mastery: Compliance and Contract Workforce Management

DURATION	MODE
2 days · 15 hours	In person; monthly open batches and in-house runs

OBJECTIVES	To help employers comply with the four Labour Codes and their central and state rules, and to strengthen governance of contract and outsourced workforces.
OUTCOMES	Participants apply each Code to their workforce, restructure wage components and calculate the cost impact, set up inspection-ready registers and returns, and manage principal-employer liability for contract labour.
BRIEF CONTENT	Sessions explain what changes under the Code on Wages, the Industrial Relations Code, the Code on Social Security and the Occupational Safety, Health and Working Conditions Code, and what employers must do now. Wage modules cover the new definition of wages and its effect on PF, gratuity and bonus. Industrial-relations modules cover standing orders, retrenchment, strikes and dispute resolution. Further modules address safety and working conditions, contract labour and principal-employer liability, gig and platform workers, and state-rule updates.
PEDAGOGY	Code-by-code case clinics, compliance checklists and calculation exercises on real pay structures, with a quarterly alumni update as state rules evolve.

P-15 BRSR Excellence: From ESG Disclosure to Assured Sustainability Reporting

DURATION	MODE
4 days · 30 hours over two weekends	In person

OBJECTIVES	To build a working command of SEBI's Business Responsibility and Sustainability Report (BRSR) for the top 1,000 listed companies and their value chains, and to prepare participants to prepare, review and assure BRSR Core.
OUTCOMES	Participants explain ESG and responsible business conduct, apply the nine NGRBC principles, prepare every BRSR section, produce BRSR Core and value-chain disclosures, and apply ISAE 3000 (Revised), SSA 5000 and ISSA 5000 to assurance.
BRIEF CONTENT	The programme lays the foundations of sustainability, ESG and responsible business conduct and their link to the SDGs. It then explains the BRSR framework, the nine NGRBC principles and a step-by-step reporting process, section by section. Participants work through BRSR Core's key performance indicators and value-chain disclosures for suppliers and customers, and close with assurance of sustainability reporting under ISAE 3000 (Revised), ICAI's SSA 5000 and ISSA 5000, including evidence, materiality and the assurance report.
PEDAGOGY	Principle-by-principle walkthroughs with best-practice examples, a sample filing and a BRSR Core assurance checklist participants can use in their next reporting cycle.

P-16 Executive Program in Integrated Insurance Risk Management

DURATION	MODE
2 days · 12 hours	Live online

OBJECTIVES	To give insurance leaders one integrated view of risk across the enterprise, and to prepare them for the sector's move towards risk-based capital.
OUTCOMES	Participants connect underwriting, claims, investment, finance and compliance views of risk, link everyday decisions to the capital they consume, trace a decision from underwriting through reserves to capital, and agree roles and escalation.
BRIEF CONTENT	The programme builds an enterprise view of insurance risk and introduces risk-based capital thinking. Underwriting modules cover pricing, selection and accumulation risk; claims and reserving modules cover reserve adequacy and claims leakage. Investment and financial risk modules address asset–liability management, market and credit risk. Governance modules clarify roles across the three lines of defence, risk appetite and escalation, and the closing session moves from an integrated view of risk to better decisions and a team action plan.
PEDAGOGY	Cross-functional cohorts, decision-chain exercises and risk-mapping workshops, with each participant leaving with an action plan for their own team.

Global Growth

Two programmes for businesses and sales teams expanding into international markets.

P-17 Export–Import & International Trade Management

DURATION	MODE
3 months	In person, mostly weekends

OBJECTIVES	To build end-to-end capability to run an export–import business profitably and compliantly, and to help MSMEs use trade policy, finance and incentives to enter new markets.
OUTCOMES	Participants prepare and check trade documents, apply Incoterms, navigate customs and the Foreign Trade Policy, claim export incentives, manage payment and currency risk, and build a market-entry plan for one product.
BRIEF CONTENT	EXIM procedure and documentation cover the export–import process, commercial documents, Incoterms and shipping documents. Customs modules cover classification, valuation, duties and clearance. Policy modules explain the Foreign Trade Policy and export incentive schemes and how to claim them. Trade-finance modules cover letters of credit, export credit, payment terms and foreign-exchange hedging. Logistics modules cover freight, insurance and multimodal transport, and market modules cover market selection, trade agreements and building an entry plan for one product.
PEDAGOGY	Live exercises on real shipping documents and incentive claims, and guest sessions with customs brokers, freight forwarders and trade-finance bankers.

P-18 Selling Across Borders: International Sales Mastery for Teams Going Global

DURATION	MODE
2 days · 15 hours + Day-30 clinic	In person

OBJECTIVES	To equip sales and business-development teams to win and grow international accounts, and to adapt selling and negotiation to different markets and cultures.
OUTCOMES	Participants plan market entry, choose between direct, distributor and partner channels, price for export with the right Incoterms and payment terms, manage global accounts, and build a 90-day international sales plan.
BRIEF CONTENT	Global account management and cross-cultural selling cover how buying differs across markets and how to build relationships with overseas customers. Market-entry modules compare direct sales, distributors, agents and partners, and how to select and manage them. Export pricing modules cover landed cost, Incoterms, payment terms and currency. Negotiation modules prepare sellers for international deals, contract terms and cultural differences at the table, and participants build a 90-day plan for their market.
PEDAGOGY	Role-plays built on real international deals, market-entry cases from Indian exporters and service firms, and a Day-30 clinic that reviews each participant's live international opportunities and sales plan.

Finance for Managers

Financial fluency for managers outside finance, so they can make and defend decisions in the language of profit, cash and value.

P-19 Finance for Non-Finance Managers

DURATION	MODE
2 days in person, or 6 weekly sessions live online	In person or live online

OBJECTIVES	To make financial statements and numbers clear to non-finance managers, and to help them link everyday decisions to profit, cash and value.
OUTCOMES	Participants read a balance sheet, P&L and cash-flow statement, use costing, budgeting and variance analysis, manage working capital, judge investments with NPV, IRR and payback, and build a business case using Excel and AI tools.
BRIEF CONTENT	Participants learn to read the three financial statements and use key ratios to judge profitability, liquidity and efficiency. Costing modules cover fixed and variable costs, contribution and break-even. Budgeting modules cover building a budget and analysing variances. Working-capital modules cover receivables, inventory, payables and cash. Investment modules cover NPV, IRR and payback and building a business case, and a final module shows how Excel, AI and Copilot speed up everyday financial analysis.
PEDAGOGY	Live company cases, hands-on Excel exercises and a business-case exercise with individual feedback. Available as two days in person or six weekly sessions live online.

Product Management & Innovation

Two programmes for managers who build products and turn customer problems into tested solutions.

P-20 Product Management with AI (Executive Certificate)

DURATION	MODE
12 weeks	In person, mostly weekends

OBJECTIVES	To build end-to-end product-management capability, from discovery to launch and growth, and to show how AI changes product discovery, delivery and the products themselves.
OUTCOMES	Participants run customer discovery, define problems worth solving, write a product strategy, roadmap and prioritised backlog, set success metrics and run experiments, use AI tools across the lifecycle, and present a plan for a real product.
BRIEF CONTENT	Product thinking and customer discovery cover interviews, jobs-to-be-done and problem validation. Strategy modules cover product vision, strategy, roadmaps and prioritisation frameworks. Delivery modules cover working with engineering and design in agile teams, writing requirements and managing a backlog. Metrics modules cover product analytics, north-star metrics and experimentation. AI modules cover designing AI-powered features responsibly and using AI tools across discovery, delivery and analysis, and the programme closes with go-to-market planning and launch.
PEDAGOGY	Practitioner-led sessions, product teardowns and hands-on tool labs, ending in a capstone product plan reviewed by industry product leaders.

P-21 Design Thinking for Business Innovation: From Customer Problem to Tested Solution

DURATION	MODE
2-day studio + 2-week prototype sprint	In person

OBJECTIVES	To teach a repeatable, human-centred method for solving business problems, and to move teams from ideas to a tested prototype on a live problem.
OUTCOMES	Participants research customers through empathy interviews and observation, reframe a business problem as a sharp design challenge, generate and prototype solutions quickly, and test them with users to decide what to build next.
BRIEF CONTENT	Empathise covers customer research through interviews, observation and journey mapping. Define covers synthesising insights and reframing a business problem as a sharp design challenge. Ideate covers structured creativity techniques for generating and selecting ideas. Prototype and test covers building low-cost prototypes, running user tests and deciding what to build next. A final module on scaling innovation addresses how to embed design thinking in teams, governance and portfolio decisions across the organisation.
PEDAGOGY	A two-day studio on each participant's own business problem, followed by a two-week prototype sprint. The certificate is awarded on a tested prototype, not on attendance.

Data & Decision Intelligence

Four programmes on thinking clearly, using data well and understanding how people actually decide.

P-22 Critical Thinking in an AI World: What Future Managers Need Beyond Prompts

DURATION	MODE
2 days · 12 hours + assessed case	In person

OBJECTIVES	To strengthen the judgement managers need when AI produces fast, fluent answers, and to build the habit of questioning evidence, assumptions and AI output before deciding.
OUTCOMES	Participants frame problems precisely, evaluate evidence and arguments, spot reasoning errors and cognitive biases, check AI output for bias, hallucination and missing context, and make and defend a decision on an assessed case.
BRIEF CONTENT	Modules cover structured reasoning and precise problem framing; evaluating evidence, arguments and logical fallacies; and the cognitive biases that distort individual and group decisions, such as anchoring, confirmation and groupthink. A module on questioning AI teaches participants to verify AI output, spot hallucination and bias, and identify missing context. The programme closes with human–AI decision design: deciding who decides what, when AI should advise rather than decide, and how to document and defend a decision.
PEDAGOGY	Decision labs, short cases and AI-critique exercises, an assessed business case, and a pre- and post-programme critical-thinking assessment that measures the gain.

P-23 Structured Problem Solving with GenAI

DURATION	MODE
1 day · 6 hours	In person

OBJECTIVES	To teach a structured, consulting-style method for breaking down complex problems, using generative AI as a thinking partner at each step without outsourcing judgement.
OUTCOMES	Participants write a clear problem statement, break it down with issue trees and hypotheses, use GenAI to research, analyse and stress-test options, and present a recommendation using the pyramid principle.
BRIEF CONTENT	Problem definition and scoping cover writing a clear problem statement and agreeing what success looks like. Issue trees, MECE thinking and hypothesis-driven analysis break the problem into parts that can be tested. GenAI modules show how to use AI to research, gather data, analyse options and stress-test hypotheses, while keeping judgement with the manager. Synthesis and storyline modules turn analysis into a recommendation structured with the pyramid principle and ready for a decision-maker.
PEDAGOGY	A workshop on participants' own problems with worked examples and live GenAI exercises. A 90-minute version also runs as a free taster webinar.

P-24 Business Analytics and Machine Learning for Managers

DURATION	MODE
2 days · 12 hours + 4-week applied project	In person

OBJECTIVES	To help managers understand what analytics and machine learning can and cannot do, and to equip them to frame, commission and use analytics projects.
OUTCOMES	Participants choose between descriptive, predictive and prescriptive analytics, explain regression, classification, clustering and forecasting, build a simple model in a no-code ML tool, and deliver a business case for an analytics project.
BRIEF CONTENT	The programme moves from business question to data question and the data needed to answer it. Descriptive analytics and visualisation cover summarising and presenting data. Predictive analytics introduces regression, classification, clustering and forecasting in plain terms, with how to judge model quality. A no-code ML lab using tools such as KNIME, Orange or AutoML lets participants build a model themselves. A final module covers deploying, measuring and governing analytics, including data quality, bias and model monitoring.
PEDAGOGY	Hands-on labs on business datasets and a mentored four-week applied project on the participant's own work, ending in a business-case capstone.

P-25 Behavioural Science for Managers: Nudges that Change Decisions

DURATION	MODE
1 day · 6 hours applied lab + 30-day online clinic	In person

OBJECTIVES	To explain why people say one thing and do another, and to give managers practical tools to design and test behavioural interventions that close the gap between intention and action.
OUTCOMES	Participants diagnose why a target group is not acting on its intentions, use the Fogg Behaviour Model and EAST to find barriers and drivers, design low-cost nudges through defaults, framing and commitment devices, and plan an A/B test.
BRIEF CONTENT	Modules cover the intention–action gap and fast and slow thinking; behavioural diagnosis using the Fogg Behaviour Model and the EAST framework to identify barriers, drivers and context; and designing nudges for customers and employees, including defaults, framing, social proof, timing and commitment devices. Testing modules cover A/B tests, measuring behaviour change and the ethics of nudging. A final module looks at how AI and digital products shape behaviour, for better and worse. Each concept is illustrated with Indian customer and workplace examples.
PEDAGOGY	A hands-on lab in which each participant designs one nudge for a real decision with an A/B test plan, followed by a 30-day online clinic.

Operations & Supply Chain

Two hands-on programmes that use data and AI to cut cost and improve service across the supply chain.

P-26 Mastering Supply Chain Analytics with AI

DURATION	MODE
2 days · 15 hours + forecasting lab	In person

OBJECTIVES	To build practical analytics skills for supply-chain decisions, and to show where machine learning improves forecast accuracy and service levels.
OUTCOMES	Participants build and evaluate demand forecasts from classical methods to ML models, optimise inventory and safety stock for target service levels, analyse network and logistics data, and present an analytics-backed improvement.
BRIEF CONTENT	Modules cover supply-chain data and the KPIs that matter, including forecast accuracy, fill rate and inventory turns. Demand forecasting covers time-series methods and machine-learning models, and how to compare them fairly. Inventory modules cover safety stock, reorder points and service-level trade-offs. Network and logistics analytics cover cost-to-serve and service gaps. A forecasting lab on real data in Excel, Python or a planning tool ties the methods to day-to-day planning decisions.
PEDAGOGY	A hands-on forecasting lab in Excel, Python or a planning tool, with industry cases. The first step of a pathway into The Autonomous Supply Chain.

P-27 AI-Powered Corporate Logistics Cost Optimization

DURATION	MODE
2 days · 15 hours	In person

OBJECTIVES	To help companies find and capture savings in logistics cost, and to show how AI and analytics improve freight, routing and warehouse decisions.
OUTCOMES	Participants build a total landed logistics cost model, identify savings in freight, routing, load planning and warehousing, use AI tools for route and freight optimisation, and negotiate with transporters using data.
BRIEF CONTENT	Modules explain logistics cost structure and total landed cost, and how to build a cost model for the business. Freight procurement covers transporter selection, rate benchmarking and contract terms. Optimisation modules use AI for route planning, load building and network design. Warehousing modules cover storage, handling and distribution cost. The final module turns the analysis into a prioritised cost-reduction plan, with negotiation tactics grounded in data and a template participants can reuse.
PEDAGOGY	Industry cases, a cost-model template, a live freight and route optimisation demonstration, and a cost-reduction plan for each participant's business.

Marketing, Sales & Customer Growth

Five programmes that run from hands-on campaign execution to marketing strategy and sales leadership.

P-28 AI-Powered Performance Marketing: Plan, Run and Optimise Campaigns Across Search, Social and AI

DURATION	MODE
12 weeks · 60 hours + live-budget capstone	Live online

OBJECTIVES	To connect every media decision to unit economics, evidence and business outcomes, and to build the judgement to make paid media accountable, from growth economics to AI-native workflows.
OUTCOMES	Participants build and diagnose search and Meta campaigns, run statistically sound creative tests, design measurement with GA4, GTM and attribution, redesign a landing page, build a personal AI workflow, and allocate and defend a budget, including AI-search visibility.
BRIEF CONTENT	Eight modules cover growth economics (CAC, LTV, payback and contribution margin); search and Google Ads, including Performance Max; Meta and social performance with a creative-testing system; measurement with GA4, GTM and attribution; landing pages, conversion-rate optimisation and experimentation; AI-native workflows and generative-engine optimisation for visibility in AI search; budgeting, scaling and channel mix; and a capstone building a ₹10-lakh acquisition strategy for a real organisation. Every module ends with a live task on the participant's own account or a partner brand, so learning is applied to real spend and real data rather than to hypothetical cases.
PEDAGOGY	Indian brand cases, live campaigns with seed budgets, a budget war-room simulation and Google and Meta certification preparation, ending in a ₹10-lakh acquisition strategy presented to a jury of CMOs.

P-29 Marketing Leadership with AI: From Customer Insight to Growth Strategy

DURATION	MODE
6 weeks · 30 hours + growth-plan capstone	In person

OBJECTIVES	To help marketing leaders set growth strategy in an AI-driven market, and to show how AI changes customer insight, segmentation, personalisation and measurement.
OUTCOMES	Participants turn customer data into insight and a clear growth thesis, redesign segmentation, targeting and positioning with AI, plan personalisation and martech investments, manage brand visibility in AI search, and measure marketing's contribution.
BRIEF CONTENT	Customer insight modules show how AI changes the way leaders understand customers, from research to listening. Segmentation and positioning modules revisit targeting and brand strategy with AI-driven data. Personalisation modules cover the martech stack, customer data and personalisation at scale. A module on brand visibility in AI search covers generative-engine optimisation. Measurement and growth-planning modules cover marketing mix, attribution and building the growth plan for the participant's own brand.
PEDAGOGY	Leadership cases and strategy workshops, ending in a capstone AI-enabled growth plan for the participant's own brand, reviewed by senior marketers.

P-30 Consumer and Customer Insight Analytics

DURATION	MODE
1 day · 6 hours, hands-on with data	In person

OBJECTIVES	To show the difference between customer feedback and customer insight, and to build the skills to turn surveys, reviews and data into decisions.
OUTCOMES	Participants design better customer research and surveys, analyse NPS, satisfaction and review data, including text analytics with AI, turn findings into insights and actions, and present an insight story that changes a business decision.
BRIEF CONTENT	Consumer research modules cover what to ask, how to ask it and how to design surveys and interviews that avoid bias. From feedback to insight covers the difference between data, findings and insight. Analytics modules cover NPS, satisfaction and survey analysis. Text and review analytics with AI cover sentiment, themes and topic modelling on open-ended feedback and online reviews. Insight storytelling modules show how to present findings so that decision-makers act on them.
PEDAGOGY	A hands-on data lab using real customer datasets and cases, so every technique is practised on data rather than discussed in theory.

P-31 Marketing for Non-Marketing Professionals

DURATION	MODE
1 day · 6 hours	In person

OBJECTIVES	To explain marketing in plain business language to non-marketers, and to help every function contribute to customer value and growth.
OUTCOMES	Participants explain how customers choose and what creates value for them, use the basics of positioning, pricing, channels and brand, read marketing plans and metrics critically, and build a one-page marketing plan.
BRIEF CONTENT	Modules cover customers, needs and value propositions; segmentation, targeting and positioning; and the marketing mix of product, pricing, channels and promotion. Brand and digital modules explain how brands are built, how digital marketing works and which metrics marketing teams track. Participants learn to read marketing plans critically and ask the right questions of marketing colleagues, and a mini go-to-market exercise brings the ideas together in a one-page plan.
PEDAGOGY	Cases and a go-to-market exercise on participants' own products. Pairs well with Finance for Non-Finance Managers, and a 90-minute version runs as a free taster webinar.

P-32 Selling in the Digital Age: AI-Enabled Sales Management

DURATION	MODE
2 days · 12 hours + sales-AI tool lab	In person

OBJECTIVES	To modernise sales management for digital buyers and AI-enabled selling, and to improve pipeline, forecasting and productivity with data and AI tools.
OUTCOMES	Participants design territories, pipeline stages and a forecasting cadence, use CRM copilots and AI-assisted prospecting, coach sellers with data and scored role-plays, and build a sales-productivity plan for their team.
BRIEF CONTENT	Sales strategy modules cover territory design, segmentation and pipeline stages. Forecasting and sales analytics cover building a forecast cadence and reading pipeline health. Digital and social selling modules cover how buyers research and how to engage them online. AI in sales covers CRM copilots, AI-assisted prospecting and call intelligence. Coaching and leadership modules show how to coach sellers with data and run effective sales reviews.
PEDAGOGY	Live cases from sales organisations, a hands-on sales-AI tool lab and scored role-plays that make the skills immediately usable.

Leadership, People & Culture

Nine programmes for HR leaders and people managers, from people analytics and L&D ROI to inclusive, mindful and cross-cultural leadership.

P-33 Strategic HR & People Analytics with AI

DURATION	MODE
4 months	In person, mostly weekends

OBJECTIVES	To help HR leaders act as strategic partners who drive business outcomes, with strong capability in people analytics, workforce planning, AI in HR and the return on learning.
OUTCOMES	Participants align HR strategy and workforce plans to business strategy, build analytics models for attrition, engagement and performance, adopt AI in HR responsibly, measure the impact of L&D, and deliver a strategic HR capstone.
BRIEF CONTENT	Strategic HR modules cover the HR operating model and aligning HR to business strategy. Workforce planning and organisation design cover capability gaps, structures and roles. People analytics modules cover metrics, models for attrition, engagement and performance, and storytelling with data. AI modules cover AI across the employee lifecycle and building an AI-ready workforce. L&D modules cover learning strategy and measuring ROI with the Kirkpatrick and Phillips models, before the capstone.
PEDAGOGY	Practitioner-led sessions, HR analytics labs and peer learning among HR leaders, anchored by a mentored capstone on a live HR challenge in the participant's organisation.

P-34 People Analytics: Turning Employee Data into Action

DURATION	MODE
2 days · 12 hours	In person

OBJECTIVES	To move HR from engagement surveys and reports to evidence-based action, and to build hands-on skills in HR metrics and analytics.
OUTCOMES	Participants choose the HR metrics that matter to the business, analyse attrition, engagement and performance data, build a people dashboard in Excel or Power BI, and tell a data story that leads to an HR decision.
BRIEF CONTENT	Modules cover HR metrics and data sources, and how to choose the measures that matter to the business. Engagement analytics covers survey and employee-feedback data. Attrition modules cover analysing turnover and predicting who is at risk of leaving. Dashboard modules cover building and visualising a people dashboard in Excel or Power BI. Storytelling modules show how to turn people data into a recommendation that leaders act on. Each module uses realistic HR datasets so participants practise every step themselves.
PEDAGOGY	Labs on HR datasets in Excel and BI tools, with cases. The first step towards Strategic HR & People Analytics with AI.

P-35 Measuring the ROI of Learning and Development

DURATION	MODE
1 day · 6 hours + ROI toolkit	In person

OBJECTIVES	To help L&D teams prove, and improve, the business value of learning, and to build the skills to design learning business cases and impact measurement.
OUTCOMES	Participants apply the Kirkpatrick and Phillips models to a programme, isolate the effect of training and convert it into money, build an ROI plan for a live programme, and present a learning business case to leadership.
BRIEF CONTENT	The workshop opens with why learning must be measured and how leaders judge its value. It then covers Kirkpatrick's four levels of evaluation and the Phillips ROI methodology. Data-collection modules cover what to measure and when. Isolation modules show how to separate the effect of training from other factors and convert results into monetary value. Final modules cover calculating and reporting ROI and using learning analytics to improve programmes. Worked examples from sales, leadership and compliance training show the method in action.
PEDAGOGY	A workshop in which participants build an ROI plan for a live programme from their own organisation, and leave with an ROI calculator and toolkit to keep.

P-36 Leading High-Performance Teams

DURATION	MODE
1 day + team diagnostic + 30-day clinic	In person

OBJECTIVES	To help leaders build teams that are clear, trusting and accountable, and to equip them to run hybrid and AI-augmented teams.
OUTCOMES	Participants diagnose their team's health with a structured diagnostic, build psychological safety and trust, set clear goals, roles and accountability, give effective feedback, and agree a team charter tested over 30 days.
BRIEF CONTENT	Modules cover what makes teams perform and how to diagnose team health. Trust modules cover psychological safety and how to handle conflict productively. Goals and accountability modules cover setting clear goals, roles and decision rights. Feedback modules cover giving and receiving feedback and coaching within the team. A final module covers leading hybrid and AI-augmented teams, where people and AI tools share the work.
PEDAGOGY	A team-diagnostic debrief, experiential exercises and a 30-day team-charter clinic, with a team-health pulse before and after so the change can be measured.

P-37 Inclusive Leadership and POSH-ready Workplaces

DURATION	MODE
1 day · 6 hours	In person

OBJECTIVES	To build inclusive leadership practices that improve engagement and performance, and to ensure managers and Internal Committees meet their duties under the POSH Act, 2013.
OUTCOMES	Participants lead inclusively, recognise exclusion and bias in everyday decisions, explain employer duties and the Internal Committee process, handle a complaint and conduct a fair inquiry, and make the business case for inclusion.
BRIEF CONTENT	Inclusive leadership modules cover belonging, everyday exclusion and unconscious bias in decisions. The business case for diversity, equity and inclusion links inclusion to engagement and performance. POSH Act modules cover employer duties, the constitution and role of the Internal Committee, timelines and records. Complaint-handling modules take participants through receiving a complaint, conducting a fair inquiry and writing findings, with practical checklists for compliance. Recent case scenarios illustrate both good practice and common mistakes.
PEDAGOGY	Case simulations that take participants through complaints and inquiries step by step, role-plays for difficult conversations, and practical compliance checklists.

P-38 Mindful Leadership: Building Resilience, Clarity and Composure

DURATION	MODE
2 days · 12 hours + 4-week practice circle	In person

OBJECTIVES	To join mindfulness with research-based models of bias, emotion and leadership, and turn them into one practice senior leaders use before every conversation that matters.
OUTCOMES	Participants notice and check bias before it shapes a judgement, practise emotional sanitisation (pause, notice, name, separate the person from the issue, choose intent), stay steady through setbacks, and lead change that people own.
BRIEF CONTENT	Seeing the bias introduces dual-process thinking and the ladder of inference, and how both shape judgement. Sanitising the emotion draws on mindfulness-based stress reduction and emotional regulation to build the five-step practice. Fair judgement and trusted relationships cover separating the person from the issue, fairness and psychological safety. From inner clarity to organisational transformation shows how leaders carry the practice into teams and change programmes. Each session pairs a research model with a guided practice participants can repeat daily.
PEDAGOGY	Guided practice, reflection and application to real conversations, a four-week practice circle, and impact checkpoints at 30, 60 and 90 days that measure the change in each leader.

P-39 Unlocking Potential: Effective Coaching & Mentoring Practices

DURATION	MODE
2 days + 3 supervised practice sessions	In person

OBJECTIVES	To build coaching and mentoring skills that develop people and performance, and to help organisations set up internal coaching and mentoring programmes.
OUTCOMES	Participants use the GROW, OSKAR and solution-focused models, listen deeply, ask powerful questions and give useful feedback, run a coaching conversation and a mentoring relationship, and design an internal programme.
BRIEF CONTENT	Modules cover the difference between coaching and mentoring and when to use each. Coaching modules cover the GROW, OSKAR and solution-focused models and core skills: listening, powerful questions, reflecting and feedback. Mentoring modules cover building mentoring relationships and designing internal programmes. Ethics modules cover confidentiality, contracting and boundaries. Supervised practice sessions build fluency and confidence. Real workplace scenarios from participants' own teams are used for practice.
PEDAGOGY	Live practice in triads with feedback, three supervised practice sessions after the programme and a skills assessment, so participants leave able to coach, not just describe coaching.

P-40 Cross Cultural Communication for Effective Management

DURATION	MODE
2 days · 15 hours (7.5 hours a day)	In person, weekend

OBJECTIVES	To move managers from cultural awareness to cultural intelligence, turning cultural diversity from a workplace challenge into a competitive advantage for global teams and international business.
OUTCOMES	Participants decode cultural friction in global work, lead distributed teams and align different cultural expectations to one plan, adapt persuasion and concession styles across borders, and balance global standards with local realities.
BRIEF CONTENT	Modules cover frameworks for cultural difference and how they show up in communication, time, hierarchy and trust. Cultural intelligence and global mindset modules build awareness and adaptability. Leading multicultural and virtual teams covers aligning expectations, meetings and decisions across cultures. Negotiation modules cover persuasion and concession styles in different cultures. A final module covers balancing global standards with local adaptation. Examples are drawn from GCCs, MNCs and Indian exporters working across Asia, Europe and the Americas.
PEDAGOGY	Cases, simulations, role-plays and a cultural-intelligence self-assessment over 15 intensive hours. Also delivered in-house for GCCs, MNCs and exporters.

P-41 Fair and Inclusive Talent Decisions: Reducing Bias in Hiring, Appraisal and Promotion

DURATION	MODE
1 day · 6 hours + 30-day online clinic	In person

OBJECTIVES	To reduce bias in the hiring, appraisal and promotion decisions organisations make every year, and to build fair, structured processes for each.
OUTCOMES	Participants recognise how hidden bias shapes workplace decisions, run structured interviews with a scorecard, calibrate appraisal ratings with a rubric, review promotions with a checklist, and audit their own last talent cycle for bias.
BRIEF CONTENT	Modules explain how hidden bias shapes hiring, appraisal and promotion. Hiring modules cover bias-aware job descriptions, structured interviews and scorecards. Appraisal modules cover rating calibration and common rating errors. Promotion modules cover fair criteria and a review checklist. A final module shows how to audit talent decisions for bias, using participants' own recent data. Each module pairs research on bias with a ready-to-use tool, including the interview scorecard, the calibrated appraisal rubric and the promotion checklist, so participants can apply the method in their next cycle.
PEDAGOGY	Exercises on real job descriptions, interview guides and rating data, timed ahead of appraisal season, followed by a 30-day clinic to apply the tools.

Communication, Influence & Negotiation

Four programmes that build the communication skills senior roles demand; the three short programmes stack into the executive programme.

P-42 Executive Programme in Strategic Leadership Communication

DURATION	MODE
3 months	Blended (in-person workshops + live online clinics)

OBJECTIVES	To build the communication skills leaders need to influence, align and inspire, combining negotiation, business writing and executive presence into one certified pathway.
OUTCOMES	Participants negotiate value-creating agreements, write clear, decision-ready documents, present with executive presence and a compelling story, communicate strategy and change to different stakeholders, and present a capstone to a senior panel.
BRIEF CONTENT	The executive programme stacks three short programmes: Business Negotiation and Conflict Resolution, which builds value-creating negotiation and influence; Business Writing and Persuasive Communication for Managers, which builds clear, decision-ready writing; and Executive Presence and Strategic Storytelling, which builds presence and persuasive presentation. A fourth module covers communicating strategy and change to boards, teams and external stakeholders, leading into the capstone presentation. Each module includes practice with feedback.
PEDAGOGY	Stacked in-person workshops with live online clinics, filmed practice with feedback, written assignments with one-to-one coaching, and a capstone presentation to a senior panel.

P-43 Business Negotiation and Conflict Resolution

DURATION	MODE
2 days · 12 hours	In person

OBJECTIVES	To move participants from positional bargaining to principled, value-creating negotiation, and to build the influence skills needed to work without formal authority.
OUTCOMES	Participants prepare with BATNA, ZOPA and reservation points, create and claim value in multi-issue negotiations, handle tough tactics, deadlock and emotion at the table, and influence stakeholders without authority.
BRIEF CONTENT	Fundamentals modules cover interests and positions, BATNA, ZOPA and reservation points, and how to prepare. Distributive and integrative negotiation modules show how to claim and create value. Further modules cover multi-party and cross-cultural negotiation, handling tough tactics and deadlock, influence and persuasion without authority, and the ethics of negotiation, with each concept practised in role-plays. Participants also study their own negotiation style and how to adjust it.
PEDAGOGY	Filmed negotiation role-plays with scored outcomes, so participants can compare their results with peers, followed by structured debriefs and a personal negotiation-style assessment that shows each participant where to improve.

P-44 Business Writing and Persuasive Communication for Managers

DURATION	MODE
2 days · 12 hours + 1:1 memo feedback	In person

OBJECTIVES	To help professionals write clear, concise documents that drive decisions, and to build the skills to write well, and responsibly, with AI tools.
OUTCOMES	Participants structure documents with the pyramid principle and lead with the answer, write decision-ready emails, memos, reports and board notes, edit for clarity, brevity and tone, and use AI writing tools while keeping accuracy and voice.
BRIEF CONTENT	Modules cover thinking before writing: defining audience, purpose and the decision needed. Structure modules teach the pyramid principle and leading with the answer. Format modules cover emails, memos, reports, board notes and executive summaries. Editing modules cover clarity, brevity, tone and plain language. A final module covers writing with AI tools while protecting accuracy, confidentiality and the writer's own voice. Before-and-after examples from real business documents show what good writing looks like, and participants apply each technique to emails and memos they wrote recently at work.
PEDAGOGY	Participants rewrite their own documents during the programme, review each other's work and receive one-to-one feedback on a memo afterwards.

P-45 Executive Presence and Strategic Storytelling

DURATION	MODE
2 days · 15 hours	In person

OBJECTIVES	To build the presence and storytelling skills that make leaders credible and memorable, and to help them communicate strategy in a way that moves people to act.
OUTCOMES	Participants project confidence through voice, body language and composure, craft a strategic story that combines structure, data and emotion, present to senior audiences, handle tough questions and adapt the message to each stakeholder.
BRIEF CONTENT	Modules define executive presence as gravitas, communication and appearance. Delivery modules cover voice, body language and composure under pressure. Storytelling modules cover story structures for business and how to combine data with narrative. Audience modules cover adapting the message to boards, teams and clients. Final modules cover handling Q&A, hostile questions and difficult audiences, practised on camera. Participants also learn to prepare under time pressure and to open and close a talk with impact.
PEDAGOGY	Video-recorded practice with playback and coaching, peer feedback and a final recorded presentation that makes each participant's progress visible.

Responsible Business

Two programmes for boards, CXOs and public-sector leaders on ESG and responsible AI.

P-46 ESG Strategy and Value Creation Bootcamp for Senior Leaders

DURATION	MODE
2 days · 15 hours	In person

OBJECTIVES	To help leaders treat ESG as a source of strategy and value, not only a compliance duty, and to meet investor, regulator and customer expectations on sustainability.
OUTCOMES	Participants run a materiality assessment, link ESG performance to cost of capital and valuation, build a net-zero roadmap, understand green and sustainability-linked finance, and draft an ESG value-creation plan for their organisation.
BRIEF CONTENT	Modules cover the ESG landscape and BRSR reporting in India; materiality assessment and stakeholder expectations; how ESG performance affects cost of capital and valuation; net-zero targets, decarbonisation and climate strategy; green bonds and sustainability-linked finance; and ESG governance, including the board's oversight role, incentives and disclosure, leading into each participant's value-creation plan. Indian and global company cases show how leaders have turned ESG commitments into measurable value, and peer roundtables test each idea against participants' own sectors.
PEDAGOGY	CXO-level cases, peer roundtables and a facilitated workshop in which each leader builds an ESG value-creation plan.

P-47 AI Ethics and Governance for Leaders: An Indian Knowledge System Lens

DURATION	MODE
Half-day	In person, in-house

OBJECTIVES	To help leaders govern AI responsibly as adoption grows across the public sector, joining global AI governance frameworks with ethical principles from Indian knowledge systems.
OUTCOMES	Participants explain India's AI governance guidelines alongside the EU AI Act and the NIST AI Risk Management Framework, identify ethical, legal and reputational risks in AI use, and set out first steps for an AI governance framework.
BRIEF CONTENT	Modules explain why AI governance matters now for public institutions. Framework modules compare India's AI governance guidelines with the EU AI Act and the NIST AI Risk Management Framework. Risk modules cover bias, transparency, privacy and accountability. An Indian Knowledge Systems module applies dharma, duty and stewardship as ethical anchors, and a final exercise sets out the first steps of a governance framework. Public-sector case examples from India and abroad show where AI use has gone well and where it has failed, and what governance would have changed.
PEDAGOGY	Facilitated discussion, public-sector cases and a governance-framework exercise, delivered in-house for PSUs, government departments and regulated organisations.

How we work with organisations

Every programme in this portfolio can run as an open-enrolment cohort or be delivered in-house for your organisation. In-house engagements follow four steps.

1 · Diagnose

A short needs analysis with your HR, L&D and business leaders on the capability gaps, the roles involved and the business results the programme must move.

2 · Design

Content, cases and exercises adapted to your sector, data and context; modules from different programmes can be combined into one learning journey.

3 · Deliver

At your premises, at the FIIB campus in New Delhi, live online or blended, on a schedule that fits your business calendar.

4 · Measure

Pre- and post-programme assessments, action plans tied to live work, and impact follow-ups at 30, 60 and 90 days, reported to your sponsors.

Certification

Participants who complete a programme receive a certificate from the FIIB Centre for Executive Education. Shorter programmes can be stacked into longer certificates where shown.

Faculty

Programmes are taught by senior academics and industry practitioners. Faculty profiles are shared separately in the FIIB CEE Faculty Brochure.

NEXT STEP

Build a programme for your organisation

To discuss a programme, a customised learning journey or a proposal, contact the FIIB Centre for Executive Education, Fortune Institute of International Business, New Delhi.

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