



Fast Track Program
Post Graduate Diploma
in
Management & Entrepreneurship[PGDME]

Jointly Certified by

UGC approved **Jadavpur University** & The Strategy Academy

PROFESSIONAL DEVELOPMENT PROGRAM

Post Graduate Diploma in Management & Entrepreneurship[PGDME]

The **Strategy** Academy: Background Information
And
The Academy's Smart Learning & Transformation
Solution [SLTS]

The **Strategy** Academy [TSA]

Some Background Information

- The Strategy Academy was set up 8 years ago to act as a catalyst for transforming individuals and organizations to exploit their full potential and assisting them to achieve SUCCESS
- The Academy was conceived as a part of an Action Research done by Prof Ranjan Das, **Professor of Strategic Management at IIM Calcutta**. Prof Das is the current Chairman and Chief Mentor of the Academy
- The Academy is India's FIRST Academy that delivers on One2One basis faculty-led LIVE classes over 2 Way Interactive Video Conferencing Platform to ANY WHERE in India and the World
- **More than 60 Indian companies** have used the resources and capabilities of the Academy, considering the following:
 1. Unique Learning Process that recognizes participant's desire and need to learn on a particular subject area through different sources and in a variety of way [described in Slides 7 & 8]
 2. A variety of Learning & Development Programs in Strategy, Leadership, Innovation, Entrepreneurship and General and Functional Management areas
 3. Network of Faculty [teaching at Indian as well as overseas business schools]
 4. Video Conferencing Platform [Webinar] - 100% LIVE and 2 way interactive - accessible from ANYWHERE and
 5. Special capabilities in Strategy and General Management Consulting

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FOR WHOM [TWO CATEGORIES OF PARTICIPANTS]

- I. CAREER TRANSITION PROGRAM –CTP [for moving vertically or horizontally career-wise or starting a new venture]:
 - **Senior and Young Working Executives and Entrepreneurs**, with minimum 6 years experience who have got good work experience in one or two areas of management or have experience as Entrepreneurs
- II. MANAGEMENT EDUCATION PROGRAM -MEP:
 - **Recent and fresh graduates wanting to acquire business and management skills in just 9 months** [vs. spending 2 years to do an MBA/ PGDM] and become job ready or start their own business immediately after 9 months

Post Graduate Diploma in Management & Entrepreneurship[PGDME]

Coursework, Group Exercises, Presentations, Evaluation and Grading and On-the-Job Project

[A minimum of 40 to 50 % of coursework in each subject including subject wise action learning projects and also comprehensive project to be submitted at the end of the program will be linked to INDUSTRY or COMPANY specific context]

- **MODULE I: CORE BUSINESS FUNCTIONS AND PROCESSES: 80** Hours of faculty conducted LIVE classes
 - Marketing Management
 - Analysis of Financial and Cost Performance for decision making and control
 - Financial Management
 - Operations Management
 - Managing and Leading:
 - Understanding Organization, People and People Processes
 - Business and General Management Skills [Business and its underlying processes and functions
General Management Skills [including Communication skills and business etiquette]
- **MODULE II: FOUNDATIONS OF BUSINESS DECISIONS, STRATEGY & ENTREPRENEUSHIP: 80** Hours of faculty conducted LIVE classes
 - HRM
 - Economics for Managers
 - Quantitative Techniques for business decision making
 - Strategic Management [Strategy, business model, execution and leadership]
 - Entrepreneurship and developing a plan for new business

Post Graduate Diploma in Management & Entrepreneurship[PGDME]

Coursework, Group Exercises, Presentations, Evaluation and Grading and On-the-Job Project

[A minimum of 40 to 50 % of coursework in each subject including subject wise action learning projects and also comprehensive Project to be submitted at the end of the program will be linked to INDUSTRY or COMPANY specific context]

- **MODULE III – SPECIALIZATION MODULE [OPTIONAL FOR CATEGORY I PARTICIPANTS]:**
- Several options are available, subject to a minimum of 15 participants registering per specialization: **80** Hours of faculty conducted LIVE classes
- Options are:
 - Functional Management [Sales and customer service, Marketing, Operations, Finance and Control, HRM, Supply Chain, International Management etc]
 - Strategy and Leadership
 - Sectoral Management [Retail, Telecom, Banking and Financial sector, Manufacturing, Media and Entertainment, Education, etc]
 - Special areas [such as Technology Management, Sustainability etc]
- **NOTE: Fresh and recent graduates will have to do extensive field visits / desk research in day time of each week while doing Module I to III**
- **MODULE IV: ACTION LEARNING PROJECT – COMPREHENSIVE :**
- In addition to 10 subjects [15 subjects if Module III is considered], a real-life and application focused project will be taken up by each participant to apply the concepts learnt and skills acquired in various subjects. The project work will have to be completed within 1 month of completion of Module II/III classes

PGDME: DELIVERY, EVALUATION & CERTIFICATION

- **Delivery** [thrice a week @ 2 hours, mostly during 8 – 10pm]
 - Faculty conducted **100% LIVE and 2 way interactive** classes can be attended from **ANYWHERE** [home/ office] **OUTSIDE** working hours through Laptop/ PC/ Smartphone on **REAL TIME** and **One2One** basis; **RECORDING** of each LIVE sessions will be available after respective faculty conducted 100% LIVE and 2 way interactive classes are over
- **Evaluation & Grading** [Continuous – subject wise – along 7 dimensions]

AREAS	DESCRIPTION	WEIGHT
I	Level of attendance during LIVE sessions conducted by faculty in person	10%
II	Level of participation during class discussion	15%
III	Surprise quiz	15%
IV	Group work [virtual teams]	10%
V	Industry/Company specific Action Learning Project [subject-wise]	15%
VI	Formal presentation of Action Learning Project [ALP] over LIVE Audio and Video Platform of the Academy	10%
VII	End of subject examination	25%
	TOTAL	100%

PGDME

Requirements for Certification

PGDME will be certified by

- **Jadavpur University** School of Education Technology and The Strategy Academy Centre for Advanced Studies [TSACAS], on meeting the conditions stipulated [Please see NEXT Slide]
- The certificate will be titled **Post Graduate Diploma in Management and Entrepreneurship [PGDME]**



AREAS OF EVALUATION [with weights]	PGDME COMPLETION CERTIFICATE: REQUIREMENTS	EXECUTIVE PROGRAM [EP]CERTIFICATE: REQUIREMENTS
1. Attendance – per subject - 10%	60% Overall [minimum 40% per subject]	60% Overall [minimum 40% per subject]
2. Class Participation – per subject– 15%	60% Overall [minimum 40% per subject]	60% Overall [minimum 40% per subject]
3. Surprise Quiz – per subject -15%	If missed; ZERO is given and there will be no make up quiz	If missed; ZERO is given and there will be no make up quiz
4. Group Exercise [Virtual Teams] - 10%	If a group does not participate and send their submission in time, ZERO is given for the said exercise	If a group does not participate and send their submission in time, ZERO is given for the said exercise
5. Action Learning Project [ALP] – per subject – 15%	At least 60% of ALPs to be submitted; failure to do even this will attract disqualification [ZERO mark in subjects not submitted]	Not required for certification for EP Certificate
6. DIGITAL Presentation - ALP / other Presentations [LIVE] – per subject – 10%	At least 40% of DIGITAL Presentation of ALPs [or other presentation opportunities] required; failure to do even this will attract disqualification[ZERO mark in subjects not presented]	Not required for certification for EP Certificate
7. End of subject Exam– per subject - 25%	If even the make up exam is not appeared at, ZERO is given	If even the make up exam is not appeared at, ZERO is given
8. Submission of comprehensive project	Must for PGDME certification	Not required for certification for EP Certificate
8. Maximum Fs	2	2
9. Cumulative Grade Point Average [CGPA] -overall	5.75 / 10	5.75/10

NOTE: Though all participants will attend the same batch of PGDME, not all will probably get the same type of program-end certification viz. PGDME. The certificate to be issued to a participant can be either a PGDME Certificate [on successfully meeting all the above conditions applicable for PGDME] or an Executive Program Certificate [as mentioned above] or a Participation certificate [both TSA certified], depending on his/her actual performance as required [as per Academic Policy of TSA]

PGDME CERTIFICATES

Completion Certificate

[For those who will do only Modules I, II & IV]

Post Graduate Diploma in Management for Entrepreneurship [PGMDE]

[with no specialization]

Certified by Jadavpur University School of Education Technology and
The Strategy Academy Centre for Advanced Studies

Completion Certificate

[For those who will do all 4 Modules - I, II, III & IV]

Post Graduate Diploma in Management for Entrepreneurship [PGMDE]

[Mark sheet will indicate Specialization Area as per Module III]

Certified by Jadavpur University School of Education Technology and
The Strategy Academy Centre for Advanced Studies

NOTE: Those, who fail to meet the completion certificate requirements of PGDME, will be issued an Executive Program Certificate or a Participation Certificate by The Strategy Academy Centre for Advanced Studies [and not by Jadavpur University] depending on performance achieved

Fee structure: PGDME

- **For Participants with work experience of minimum 6 years :**
 - Rs 88000/- + ST – payable in two instalments [for MODULES I + II + IV]
 - Rs 120,000/- + ST, payable in three instalments [if all 4 Modules are chosen]
- **For Fresh and Recent Graduates - MODULES I + II + III+ IV**
 - Rs 84000/- + ST – payable in three instalments

NOTE:

- Since all faculty conducted 100% LIVE and 2 way interactive classes will be delivered over video plus audio platform of The Strategy Academy, 4 different types of savings will be there compared to a traditionally delivered:
1] No travelling cost to be incurred to travel to a class room or central training venue. 2] No loss of office time, 3] No food/ stationery cost and 4] No admin hassle to conduct the program
- **A minimum of 30 participants are needed to launch PGDME Program, though under special circumstances, the program can start with batch size less than 30**
- PGDME can be offered on **In-Company basis** if there are say 20 participants from the same company or a group of companies belonging to the same group.

PGDME: IMPORTANT OBSERVATIONS

- PER HEAD FEE of 9 month PGDME Program – as mentioned in the previous slide- is **COST EFFECTIVE** [vs. 2 Year PGDM/ MBA Program] and hence **faster payback**
- There are several benefits for joining PGDME: These are:
 - PGDME is designed and delivered using a **Smart Learning and Transformation Solution [SLTS]** that is UNIQUE and first of its kind in India. SLTS helps participants get used to operating under 21 Century Digital world. Please see the subsequent slides to know more about SLTS and names of organizations who have already experienced SLTS
 - Among many benefits of SLTS, a key one is the advantage of attending faculty conducted 100% LIVE and 2 way interactive classes from **ANYWHERE** conveniently. Regular classes of all 4 MODULES are held **OUTSIDE** working hours and can be attended from home/ office/ outstation; recordings of live classes will also be available. Such features are just unimaginable in cases of 2 year MBA and PGDM

PGDME: IMPORTANT OBSERVATIONS

- Nine Month PGDME comprises all latest concepts, cases and practices which UGC/ AICTE approved MBA/ PGDM may not always have. After completing 9 Month PGDME [considering all 4 Modules], the participants will be fully equipped with core business and management skills including the skills relating to the area of specialization selected. With critical business and management skills obtained in this way, PGDME participants will start delivering performance at their respective work places - at the end of 9 months [i.e. 15 months ahead of completing 2 year MBA/PGDM] - at a far higher level than the level of performance they could achieve before joining the PGDME.
- Nine Month PGDME is in fact a **good substitute for 2 year PGDM/MBA** and is also far less expensive. Its contemporary content, case based teaching method and technology enabled delivery of faculty conducted sessions over the 2 way interactive and 100% LIVE Digital Platform help the participants of PGDME far better ready for career progression as well as for the job market in general and also ready for the 21st century DIGITAL world.

Infrastructure required at Participant level for attending Faculty conducted 100% LIVE and 2 Way Interactive sessions from Anywhere

- PC/ Laptop – minimum Pentium 4 Processor, 2 GB Ram
- A Head phone - standard
- A broadband connection or a data card capable of ensuring a minimum of 256kbps all the time during each faculty conducted 100% LIVE session [in case this condition is not satisfied during certain part of LIVE classes, there may be hearing/viewing problems during that period]
- Smartphone with at least 3G connection already installed; this will act as an alternative system for accessing faculty conducted LIVE classes from ANYWHERE when Internet connection is either not working or Internet is not accessible

The Strategy Academy [TSA] WAY

PGDME

Contemporary Content Delivered Through
Smart Learning and Transformation Solution [SLTS]

The Strategy Academy

Introducing



**Smart Learning &
Transformation
Solution**

SLTS – Key features

- Process driven with **TWIN emphasis** on [a] learning both knowledge and how to apply the same in specific situation and [b] transformation of behaviour
 - Facilitation of **Skilling/Re-skilling** of participants in areas as specified by client company
 - **Transformation** of participants [habits, traits, attitude and motivation to achieve excellence]
- **Participant centred learning process** rather than lecturing by the faculty
 - SLTS deploys a special **5 way** learning process. This process has built-in time and sub-processes that help in assimilation and absorption of knowledge and how to apply acquired knowledge in real life situation
 - One key feature of this 5 way learning process is facilitation of **Learning-in-phases**. Learning-in-phases enables self and inter-participant learning in between two formal faculty conducted sessions separated by 2 to 4 days.

SLTS – Key features

- **Content neutral** – implying that any subject matter – whether professional or technical or general or vocational - can be delivered by faculty using SLTS
- **Location independent**– implying that faculty conducted sessions can be attended by faculty/participants from anywhere [India/world] on real-time basis [including from homes of participants & when outstation or on-the-move]
- All sessions - conducted by the facilitator/ faculty using a technology-enabled communication system - are always **100% LIVE and 2 Way Interactive**; no faculty conducted sessions are pre-recorded
- **Scalable** – even a batch size up to 90 participants, spread across all over India and the world, is possible, even though the faculty conducted 100% LIVE and 2 way interactive sessions will be delivered Direct2Participant and on real time basis

SLTS – Key features

- **Universally available** -Direct2Participant wherever they are [including overseas] – on real time basis
- **Recordings** of faculty conducted 100% LIVE and 2 Way Interactive are made available
- Always includes **assessment, grading and certification** [multi-element assessment on the lines used by top business schools in India]
- **Eliminates all non value adding activities and investment** that are intrinsic to conventional delivery solution and hence highly **Cost effective** - on per program basis or on the basis of per hour of faculty conducted session
- **Turnkey program management** services – from concept to closure of program with built-in system for reporting - weekly and at the end of each program -performance of each participant; this helps in freeing L&D resources
- SLTS is a **Green** solution

SLTS: CORE IMPACT AREAS VS. CONVENTIONAL EDUCATION DELIVERY SYSTEM

For PARTICIPANTS who require specific industry ready skills & who need to transform themselves rapidly to get a job or improve career or start their own venture

- Acquire/ Develop **industry-ready skills** – required to deliver performance in existing and next higher level roles - and transform personal traits, attitudes and motives through a special learning process that has **3 times the rigour and intensity** in content, learning process and assessment , **2 times the convenience** to attend faculty conducted sessions and that effectively costs **1/3rd** of doing the same through the traditional 20th century learning process, implying a **faster return on investment** made in learning

SLTS: CORE IMPACT AREAS VS. CONVENTIONAL EDUCATION DELIVERY SYSTEM

For ORGANIZATIONS deploying SLTS:

- Turnkey design & delivery of participant-centred and scalable L&D programs for enhancing participants' skills and also transformation of their traits, attitudes and motives, through a special learning process that has **3 times the rigour and intensity** in content, learning process and assessment , **2 times the convenience** to attend faculty conducted sessions and that effectively costs **1/3rd** of doing the same through the traditional 20th century learning process
 - **NOTE: No investment in infrastructure is required beyond what the organization already have.**
 - **No training needed to attend faculty conducted sessions on real time basis from anywhere**

SLTS : SKILL ASSESSMENT & GRADING

[for all Programs where faculty conducted 100% LIVE and Interactive sessions are at least 40 Hours]

- Continuous – subject wise – along 7 dimensions [may differ for each one program]
- 7 areas of evaluation for each subject of 16 hours are [may differ for each program] :

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	TOTAL	100%

- At the end of each program, all participants are evaluated on RELATIVE BASIS, following the Academic Policy of the Academy.

SLTS -POST PROGRAM FEEDBACK – BEHAVIOURAL [broad indication]

[Such feedbacks are generally provided in cases of Programs where faculty conducted 100% LIVE and Interactive sessions are at least 40 Hours and pre and post program-related work, as described , is least 80 hours]

1. Ability to self-govern
2. Ability to engage oneself in any activity
3. Ability to remain up to date in pre-specified areas
4. Ability to apply - in work place - concepts learned
5. Ability to articulate and communicate
6. Ability to work in virtual team
7. Ability to conform to process discipline
8. Ability to live through and accept change
9. Extent of comforts developed to operate in the 21st century DIGITAL World

SMART LEARNING & TRANSFORMATION SOLUTION [SLTS]

KEY FEATURES AT A GLANCE

ADVANTAGES FOR LEARNERS AND PARTICIPANTS:

- SLTS helps participants **acquire specific capabilities** and also **transform their habits, attitudes and motives** required to apply such capabilities.
- Under SLTS, faculty conducted sessions - **100% LIVE and 2 Way Interactive** – can be attended by participants from **ANYWHERE** [including OUTSIDE India] on **REAL TIME** and **One2One basis**
- 100% LIVE & 2 Way interactive sessions are **accessible through all devices** [PC/ Laptop/Mobile/Tab] using broadband or telecom network or a combination of both
- **Recordings of sessions for future reference** , which no campus based programs have
- **Appropriate certification** and detailed marks sheet and grade card [including accredited, wherever applicable]
- **Opportunity to interact**, through built-in social networking platform, with batch mates who are from different geographical locations, a feature that most campus programs don't have
- **Fee is lower** than any comparable program, through LIVE sessions are more convenient to attend

SMART LEARNING & TRANSFORMATION SOLUTION [SLTS]

KEY FEATURES AT A GLANCE

ADVANTAGES FOR THE ORGANIZATIONS DEPLOYING SLTS

- SLTS is **content neutral**, implying that it can be deployed for designing and delivering any training or L&D Program [technical or functional or strategic and general management]
- SLTS includes:
 - **Learning Management system**,
 - Program and Batch specific **Social Networking Platform** and
 - **Assessment System** [pre, during and post program phases]
- **Highly scalable**, implying opportunity to reduce per participant cost exponentially
- **Simultaneous roll out** of programs in many locations –**national and international**
- SLTS is a **GREEN** Solution
- **Effective cost per participant**, for programs using SLTS , **is far less** than the same incurred under conventional delivery system
- **Pay-as-you-use basis of pricing** for using various services coming under SLTS

SMART LEARNING & TRANSFORMATION SOLUTION [SLTS]

KEY FEATURES AT A GLANCE

ADVANTAGES FOR THE ORGANIZATIONS DEPLOYING SLTS[Continued]

- Programs using SLTS can be executed by the Solution Provider on **TURNKEY BASIS**, if required by an organization

AREAS OF TURNKEY SERVICES

1. Research on Content, duly considering the business and organizational challenges to be addressed as a part of the intervention program
2. Detailed design and scheduling, covering both faculty conducted sessions and activities outside faculty conducted sessions , which are part of the intervention program
3. Research on study materials and industry specific case studies to be used
4. Sourcing of faculty as required

AREAS OF TURNKEY SERVICES

5. Delivery of faculty conducted sessions as planned
6. Offline guidance of participants in various program related activities mentioned in the detailed schedule [one example is: Action Learning Project]
7. Tracking behaviour and also performance of participants along multiple criteria
8. Final grading of participants on relative basis
9. Issue of completion/ participation certificates as applicable in each participant's case

SLTS: Proof-Of-Concept

- The Strategy Academy, authorized user of SLTS, has conducted a large number of L&D programs using the features of SLTS.
- Since inception, the Academy has delivered L&D Programs, designed using the features of SLTS, to more than 50 companies in India and abroad.
- Also, a government funded UGC approved well known University conducts its Post Graduate Diploma Program in Management for mid level and senior working executives using SLTS as the backbone platform.
- These examples act as the **Proof-Of-Concept** so far as SLTS is concerned

SMART LEARNING & TRANSFORMATION SOLUTION [SLTS]: WHO HAVE USED SLTS SINCE INCEPTION OF THE IDEA IN 2008?

Companies [or participants from these companies]

- 50 + Companies, including Aditya Birla Group, Aircel, AKK Group Bangladesh, Aquapharm, Arvind Group, Asian Paints, Axis Bank, Birla Corporation, Birlasoft, Birla Tyres, CEAT , Credit Suisse Singapore, Emami, Essar, Famycare, Frost and Sullivan, Godrej Saralee, Harrisons Malayalam, HDFC Bank, Hindalco, Hindustan Petroleum [HPCL], Idea Cellular, Indian Oil , ITC, JSW, Krishna International [Telecom] Dubai, Kuwait Oxygen Company, L&T, L&T Infotech, Linc Pen, Mahindra Finance, Max Life Insurance, Nestle, NIIT Ltd, NIIT Technologies, Premier Irrigation, Rahim Afrooz Bangladesh, Rallis India, Ranbaxy, Raymond, RIECO, R S Software, Steel Authority of India, Sudarshan Chemicals, Supreme Industries, Tata Metalliks, TATA STEEL, Tata Steel Processing, Tega Industries, Times of India, TIL, United Health Group

Accredited bodies

- UGC approved Jadavpur University conducts its **PG Diploma in Management and Entrepreneurship [PGDME]**, jointly certified by the University and The Strategy Academy
- The Academy conducts AICTE/ UGC approved **2 year PGDM/MBA** classes using its SLTS

Conference Paper And Cases

- A paper – using The Strategy Academy as an action research site – was presented in Strategic Management Society's Conference held in San Diego, USA in 2011
- Two case studies on the Academy have been written, one of which written by an IIM Faculty got a special prize at ISB Hyderabad



Conceived and Created by: Prof Ranjan Das

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- Prof Ranjan Das has been associated with several Institutions: **IIM Calcutta [1994 onwards]**, The Strategy Academy [2008 onwards], IIM Ranchi [Visiting: 2014-15], IIM Trichy [Visiting: 2015-17], UPH University, Jakarta [Visiting 2015-17] Indian School of Business, Hyderabad [Visiting: 2008-09], Hong Kong University of Science and Technology, Hong Kong [Visiting: 2005-06], Haigazian College, Beirut, Lebanon [1979-80]
- Doctorate [Fellow] in Management with specialization in Strategic Management from **Indian Institute of Management Ahmedabad (IIMA)**; Master of Science [Applied Mathematics] from Calcutta University
- Prof Ranjan Das has **43 years of experience** comprising
 - **20 years in industry** during which Prof Das had held such senior positions as General Manager of an MNC and Managing Director of a Joint Sector Company in India
 - **23 years in teaching, training, research and consulting** as a Professor of Strategic Management at **IIM Calcutta**
 - **9 years** [beginning January 2008 and overlapping with the assignment with IIM Calcutta] as an **Academic and Social Entrepreneur** engaged in setting up India's FIRST and only one 100% LIVE and 2 Way Interactive DIGITAL Education Delivery Solution called **Smart Learning & Transformation Solution [SLTS]**
- Prof Das had written **6 books** and many articles and case studies. He has presented papers in International conferences
- He is an **independent director** of a couple of companies in India and advises many companies in India and overseas in the areas of Strategy, Innovation, Entrepreneurship and Leadership
- **A pioneer in DIGITALLY delivered Long Duration Executive Education in India and acted as an Academic Entrepreneur while single-handedly leading IIM Calcutta's extremely successful journey in this space during 1999-2007** [IIMC is currently the largest provider of long duration executive education in India] ³⁰