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To gain an edge in a world where rapid globalisation, changing consumer attitudes, closely integrated markets are commonly bandied phrases, today's managers have to keep learning continuously, not only from their jobs but also through formal pedagogy. This is where the role of executive management programmes steps in.

Several new institutes and organisations cater to the rising demand of training of executives, as opposed to predominantly fresh graduates that enroll into B-schools. And, the enrolment numbers at executive education programmes is only going higher by the day. Take for example NIIT Imperia, which was set up in the year 2006 to address the demand for executive training. Now, has a presence in 8 cities; and it has aggressive plans to be present in 75 cities by 2010! Other than the big players like IIMs and ISB, many other organisations and institutes like HughesNet Global Education, Apeejay School of Management, IGNOU, Reliance Webworld, NIS Sparta, 24 x 7 Learning and U21 Global are growing rapidly too, and are offering various executive education programmes.

Before we go any further, it is important to define executive education. Executive education is the term used for programmes at graduate-level business schools that aim to give classes for chief executives and other top managers or entrepreneurs. Executive education developed in the 1980s and 1990s, as the increasing pace and scope of global business demanded higher levels of education among employees.

Top management institutes like IIMs, ISB, XLRI and MDI, recognising this need, launched several long-term executive education courses. For instance, IIM A offers Post Graduate Programme in Management for Executives (PGPX), IIMC offers Post Graduate Programme for Executives (PGPEX), IIMI offers Executive PG Programme in Management.

While the executive education programmes vary from institute to institute, the favourite choices include, says Deepak Chandra, Assistant Dean, Centre for Executive Education, Indian School of Business, "Strategy and leadership programmes are the all-time



'Power' packed!

Several institutes are offering executive programmes. Here's a bird's eye view of executive education scenario in India

favourites. However, since requirements are specific to each company/industry segment, courses in mergers and acquisitions, marketing strategy, etc., also are high in demand." The most interesting fact about executive education programmes is that these courses can be tailor-made. "Corporate executive management as well as training programme can be made as per specific need of any industry. And, thus it makes sense for us to customise the courses as per the specific needs of a company. We have had training programmes for a number of organisations like ONGC, NTPC, IOC, GAIL India, Power Grid Corporation etc," informs Dr Ravikesh Srivastava, Professor and Program Director, FORE School of Management.

The tailor-made courses include pedagogical tools that are matched to the needs of individual programmes and emphasise active participation rather than passive assim-

ilation. The three-year part time PGDM programme offered by FORE is approved by the All India Council for Technical Education, Ministry of Human Resources, Government of India. The three-year part-time programme is designed to impart knowledge and skill in the basic and functional areas of management.

Dr Chandra informs, "While MBA is a more general programme, executive education is geared towards making managers transform into business leaders. Quality executive education focuses on the challenges of leadership and provides perspectives on emerging as a leader." Elaborates a professor from Apeejay Institute of Technology, "Executive education is very different from MBA. The two are different in their approach, content and expected results. As an executive moves up the organisational hierarchy, two things happen: one, he acquires some experience and know-how of the work place; and two, he develops specific skill and knowledge to do his job better. Executive education fills this gap. The seriousness with which Indian companies are taking executive education can be measured by the demand for customised programmes and partnerships with B-schools in co-designing curriculum."

IIMA is another business school of international repute that is committed not

A CONSUMER CONNECT INITIATIVE

Modes or options of executive education programme include:

- Full-time long-duration (usually 1-year) accelerated courses like IIM-A's PGPX, IIM-L's IMPX and other top B-schools
- e-Learning programmes offered by U21 Global, NIIT Imperia, and others
- Part-time three-year EMBA offered by B-Schools & distance programmes offered by reputed B-schools
- Short-term MDPs & AMPs offered by B-schools aimed at developing specific skills

only to provide quality management education, but also focuses on producing quality research papers. In this decade, IIM, Ahmedabad is focusing on exchange of faculty with international business schools, admitting full time international schools, expansion of the campus to accommodate the institutes' international executive development programmes.

IIM, Ahmedabad's PGPX is a coveted programme. The objective of the programme is to develop bright, enthusiastic, and aspirational executives into management leaders and change agents on the global platform. The programme has now begun to gain high levels of acceptance amongst corporates in India and abroad.

Executive education programmes can be classified on the basis of duration and delivery mode. The mode of delivery can be on-campus, online or a combination of both modes. Also, the duration of executive education programmes can vary from just a few days to one and even two years. Besides, executive education programmes can be broadly classified into two categories—general management and functional management. While there is open enrollment for general management courses, the functional management courses are mostly tailor-made and are industry or company specific in nature. With each business seeking to grow and expand, the need of custom or tailor-made courses has multiplied manifold.

In a scenario, when there is a neck-to-neck competition, the role of executive education is becoming too imperative!

Popular courses

- Human Resource Management
- Financial Management
- Operations Management
- Information Technology
- Strategic Decision Making
- Post Graduate Diploma in Management (PGDM)
- International Business Management (PGDM-IBM)
- Post Graduate Program in Management (PGP)
- Post Graduate Program in Public Management and Policy (PGP-PMP)
- One Year Post Graduate Program in Management for Executives (PGPX)
- Post Graduate Programme for Executives (PGPEX)
- PG Certificate Program in International Business