

3TP: Emerging Leaders' Programme

July 13 - Aug 9, 2025



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The 3-Tier Concept

The 3-Tier set of executive development programmes of IIM Ahmedabad is rooted in the following tenets of its philosophy of managing and leading future organizations:

- Managerial effectiveness is greater when managerial competence and skill development is perceived holistically from the viewpoint of the firm.
- Exposure to learning opportunities that simulate decision-making and have diversity of perspectives facilitates organizational growth.
- Change is accelerated and sustained when interventions for building leadership capability and enhancing managerial skills are initiated simultaneously at different levels of management.
- Development and upgradation of human resources is critical for an organization in the long run.
- Leaders must continuously engage in learning, unlearning and relearning, which enable them to work in the face of rapid change and uncertainty.

Operationally, the 3-Tier set offers three executive programmes designed to meet the developmental needs

of leaders at middle, senior, and top executives of medium and large organizations as well as those in the public sector. Of these, Tier-I is entitled the **Emerging Leaders' Programme**.

Developing future leaders is a strategic priority for organizations which strive to be competitive and successful. Such organizations continue to identify and build the leadership pipeline all the time. The emerging leaders in an organisation must develop deeper understanding about their own behaviour as a leader in different situations and also develop holistic problem solving and decision-making skills.

The **Emerging Leaders' Programme** has been designed as an intensive general management-focused learning experience for middle managers who are expected to take leadership roles in the future. The programme will provide participants insights into the processes of defining problems, specifying objectives, developing alternative courses of action, choosing the best alternative in an uncertain and changing environment, organizing and managing people and resources to implement the chosen alternative, coordinating their work, motivating and developing their team, and finally measuring and controlling performance.





Objectives

The objectives of the Emerging Leaders' Programme are to:

- Allow participants to explore and develop insights about themselves as future leaders.
- Enhance the problem-solving and decision-making abilities of participants and prepare them to shoulder higher responsibilities in the future.
- Provide the participants with an opportunity to learn management concepts and techniques relevant for formulating and implementing strategies in functional and general management areas.
- Enable participants to appreciate interdependencies in an organization and acquire perspectives required in general management positions.
- Help participants to emerge as leaders and become ready to shoulder the next level of responsibilities so as to fulfil the organization's needs.

Programme Highlights

The programme is divided into several interdependent modules, each of which focuses on a different aspect or function of management. A separate module will focus on helping the emerging leader understand leadership style and effectiveness. The programme will end with an intensive integrated group exercise which would help participants consolidate their learning from various modules of the programme and view organizations from a holistic perspective.

Broadly, the programme focuses on the following modules:

- Competencies required for emerging leaders
- The economic and policy environment
- Organizational and behavioural processes
- Decision analysis and problem formulation
- Analysing financial performance
- Business Ethics
- Assessing market opportunity
- Customer Value
- Formulating and executing strategy
- Law and business
- Managing information systems
- Managing operational efficiency
- Managing delivery systems
- Managing people

Participants' Profile

The Emerging Leaders' Programme is for managers currently holding positions of responsibility within different functional departments of medium to large organizations. The participants should have at least five years of managerial experience after graduation. We expect organizations to nominate managers who are expected to take up leadership positions in the future.

The participant in the Emerging Leaders' Programme must have demonstrated outstanding performance ability, leadership qualities and potential for growth. As the programme makes significant intellectual and emotional demands, participants should have an inquiring mind and the capacity to think clearly. They should also have a high degree of adaptability and maturity to work and interact closely with other participants and other stakeholders under highly demanding conditions.

Pedagogy and Learning Environment

A mix of pedagogical tools - cases, lectures, self-reflection sessions, discussions, presentations, audio-visuals and experiential exercises - will be used. A typical day would include about five hours of classroom sessions and about six hours of pre-class group work and preparation for classroom discussions.

IIM Ahmedabad provides an excellent learning ecosystem which includes diversity among the programme participants, faculty and student community residing in the campus. Campus activities involve regular research seminars, discussion groups, speaker series wherein distinguished persons would participate and action research/experiential learning initiatives. The learning environment is supplemented by the library and information technology infrastructure facilities as well as opportunities for recreation.

Faculty

The programme will be offered by a team of faculty members with functional and cross-functional experience. All faculty members have high quality academic track record, teaching, research and case writing experience, and exposure to organizational problem-solving situations.

Faculty Co-Chairs

3TP: Tier-I: Emerging Leaders' Programme

- Prof. Meenakshi Sharma
Email: msharma@iima.ac.in
- Prof. Poornima Varma
Email: poornimav@iima.ac.in



Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **June 30, 2025**. The last date for early bird discount is **June 23, 2025**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

How to Apply

To register for the programme, fill in the application form through the link below:
<https://shorturl.at/WOvQn>

For nomination forms and more information, please contact us at **mdp-info@iima.ac.in**, connect with us on WhatsApp at **6357435951**, or call us at **07971524624**.

Certificate

A certificate of participation will be issued to the participants at the end, subject to attending all the sessions of the programme.

Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation either on campus or with empanelled hotel partner.

IIMA norms do not allow participants to have guests stay with them during the programme.

Programme Fee and Payment

INR 5,00,000 plus GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **June 30, 2025**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer:

1. Name of Beneficiary:
Indian Institute of Management Ahmedabad
2. Savings Bank A/c **IIMAHMOEP**
HDFC Bank Limited, Ahmedabad Vastrapur Branch

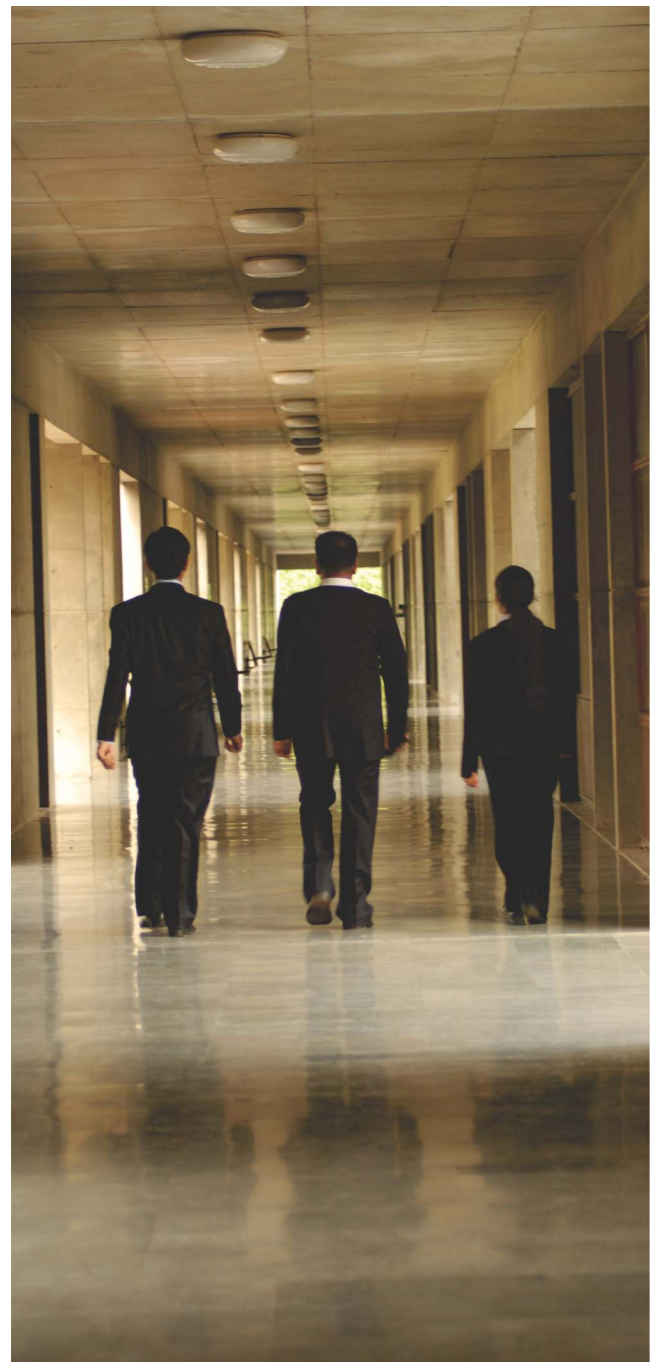
(IFSC Code: HDFC0000048, MICR Code: 380240003)

3. Name of Remitter: _____ (Please mention the name of the sponsoring organization)
4. Purpose of Remittance:
3TP: Emerging Leaders' Programme
5. IIMA Permanent Account Number (PAN):
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):
AHMI00189A
7. IIMA GST Registration Number:
24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

[B] Payment Gateway

Please visit the following link for payment gateway
<https://bit.ly/3F9UPuz>





Discount

Early Bird Discount: Nominations received with payments on or before **June 23, 2025** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not, however, guarantee acceptance of the application.

Group Discount: Any organization sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organizations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organization sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Programmes, dates, fees and faculty are subject to change at the discretion of the Institute without any prior notice. All rights reserved.

IIMA Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status

and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA-FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPX)
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry Faculty Development Programme (FDP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)
- Armed Force Programme (AFP)
- Blended Post Graduate Programme in Management (BPGP)



The Institute has 100 plus faculty members working in the following management areas and centres:

Disciplinary Areas and Groups

- Centre for Management in Agriculture (CMA)
- Communication
- Economics
- Finance and Accounting
- Human Resources Management
- Information Systems
- Marketing
- Organisational Behaviour
- Operations and Decision Sciences (O&DS)
- Public Systems Group
- Ravi J. Matthal Centre for Educational Innovation (RJMCEI)
- Strategy

Interdisciplinary Centres

- Arun Duggal ESG Centre for Research & Innovation
- Ashank Desai Centre on Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
- Centre for Digital Transformation
- Centre for Innovation Incubation & Entrepreneurship (CIIE)

- Centre for Management of Health Services (CMHS)
- Centre for Transportation and Logistics
- Gender Centre
- India Gold Policy Centre (IGPC)
- JSW School of Public Policy
- Madan Mohanka Centre of Excellence in Case Method of Learning
- Misra Centre for Financial Markets and Economy (MCFME)
- NSE Centre for Behavioural Science in Finance, Economics and Marketing

Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and the International Management Development Centre (IMDC) located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



Vastrapur, Ahmedabad - 380 015, India

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Email: mdp-info@iima.ac.in | Website: <https://bit.ly/4dc9Lp4>