



**ADVANCED
MANAGEMENT
PROGRAMME FOR
INFRASTRUCTURE
2019-20**

There is a huge emphasis on infrastructure in India, Africa and other Asian countries. For example, nearly INR 39 lakh crores is expected to be invested in urban infrastructure, in the next 20 years. In the coming years, the industry needs good leaders who can understand the multidisciplinary challenges of the sector and drive the nation into the future. To fulfil that pipeline, mid-career professionals in the industry need to be equipped with the necessary skills and competencies related to multiple disciplines: Strategic Planning, Finance, Economics, Law, Social and Environmental Issues, Public Policy and other subjects. This needs a structured programme of learning. Advanced Management Programme for Infrastructure (AMPI) is designed to cater to precisely this need.



“Infrastructure development is central to achieving India’s growth objectives. The union government’s budget 2016 - 17 echoes the need to revive investment in infrastructure sectors and calls for streamlining policies and reforms, which are expected to boost infrastructure growth. For such infrastructure growth to take place, India needs leaders who understand the multidisciplinary challenges of the sector. These leaders must be equipped with the necessary skills and competencies related to multiple disciplines such as strategic planning, finance, economics, law, social, public policy, environmental issues, etc. The Advanced Management Programme for Infrastructure Management (AMPI) offered by the Indian School of Business, with its globally renowned faculty as well as innovative teaching pedagogies and learning modules, is designed to cater to precisely this need. Offered in the form of blended learning, the AMPI offers a plethora of such skills, which can help in creating a pool of future leadership in the infrastructure space”.

RAJENDRA SRIVASTAVA - DEAN AND NOVARTIS PROFESSOR OF MARKETING STRATEGY AND INNOVATION, INDIAN SCHOOL OF BUSINESS



PROGRAMME DEVELOPMENT

The design and delivery of the AMPI is a collaborative effort of the Punj Lloyd Institute of Infrastructure Management and Indian School of Business's Centre for Executive Education. Inputs and feedback from leading academicians and industry experts have been incorporated at the design stage, to enforce academic rigour and ensure that the programme is best suited to the needs of the Infrastructure industry.

KEY LEARNING TAKEAWAYS

- Envisioning the future and developing strategic plans
- Understanding multiple disciplines and their linkages
- Understanding outcomes at different levels - financial, process and customers
- Handling multidisciplinary teams
- Coordinating effectively and securing outcomes
- Dealing with uncertainty and risks
- Communicating, advocating, marketing and negotiating effectively
- Garnering resources to achieve optimal outcomes in challenging scenarios

Advanced Management Programme for Infrastructure has been specifically designed for working professionals. Infrastructure sector is going through many challenges and needs innovative leaders. The programme has the right balance of theory and practice.

Chandan Chowdhury - Associate Dean & Practice Professor, Indian School of Business; Executive Director, Munjal Institute for Global Manufacturing & Punj Lloyd Institute of Infrastructure Management.



PROGRAMME FORMAT

The AMPI is a rigorous and challenging programme. It is designed as a 12-month, modular residential programme, delivered in a blended learning format that minimises disruption at work.

CLASSROOM LEARNING

Classroom learning will be delivered through four residencies of nine days each, once every quarter. Each residency will include full days of classes and evenings will be used for co-curricular engagements. Participants will be required to stay on campus during these residencies.

ONLINE LEARNING

The online interactive technology platform will be used to keep participants engaged in learning, while they are not on campus. It will deliver courses and tutorials to clarify doubts.

SELF-STUDY

Participants are expected to spend eight to ten hours per week studying pre-reading material before classes commence each term. The pre-course reading materials, which will be in the form of cases, articles, etc., will be made available to all participants in advance through a Learning Management System. Text books will be available for reference in the library and purchase at the on-campus book store.

Infrastructure is a key driver of any economy. The Government of India has been aggressively investing in projects to improve the country's infrastructure. Implementation of these project requires more than only excellence in engineering and design. It requires leadership capable of taking strategic decisions, evaluating project risk and working with various stakeholders. They should also be able to evaluate the social, environmental, economic and legal impact of large infrastructure projects. The Advanced Management Programme for Infrastructure Management, offered through the Punj Lloyd Institute of Infrastructure Management at the Indian School of Business, has been designed to meet these needs of the infrastructure sector. It is targeted at mid-career professionals with a pedagogy that blends both theory and practice delivered through online as well as residential sessions at our two campuses in Mohali and Hyderabad.

Ramabhadran Thirumalai - Indian School of Business





PEDAGOGY AND FACULTY

The AMPI will be taught by globally-renowned faculty from ISB and other premier educational institutions. The programme will adopt adult learning pedagogies and emphasise on action and application rather than lecturing and theory. The pedagogy will involve the integration of faculty lectures with case study discussions, simulations and group activities.

GUEST SPEAKER SERIES

A guest speaker series runs through the programme. The focus of the series is to expose participants to practical perspectives. The industry experts mentioned below have been invited to be part of Speaker Series for AMPI 3, which is currently in progress (partial list):

Name	Designation	Company
Anjani Agrawal	Global Steel Leader, Partner Advisory Services, National Leader, Mining & Metals	Ernst & Young, India
Mr Ravi Kirpalani	CEO	Thyssenkrupp India
Mr JM Balamurugan	Secretary to Governor	Government of Punjab
Mr Vijay Sethi	Chief Information Officer and Head Corporate Social Responsibility	Hero MotoCorp Limited
Mr Gaurav Agarwal	MD	Symantec

ACTION LEARNING PROJECT

The Action Learning Project (ALP) is an important pedagogical tool that is designed to give participants a chance to deploy their classroom learning in real-life scenarios. It is a group exercise executed under a mentor/guide from ISB. Participants have the option of bringing in a live project from the organisation where they are currently employed or can bid for projects from other organisations.



INDICATIVE FACULTY

Name	Designation	Affiliation
Professor Chandan Chowdhury	Practice Professor; Associate Dean and Practice Professor (Operations Management and Information Systems), Executive Director, Punj Lloyd Institute of Infrastructure Management (PLIIM) and Munjal Institute for Global Manufacturing (MIGM)	Indian School of Business
Professor Ramabhadran Thirumalai	Clinical Assistant Professor of Finance, Senior Associate Dean, Academic Programmes	Indian School of Business
Professor Prajapati Trivedi	Director, Commonwealth Secretariat	Commonwealth Secretariat, London
Professor Jit Bajpai	Adjunct Faculty, Earth Institute, Columbia University	Earth Institute of Columbia University
Professor M R Rao	Professor Emeritus	Indian School of Business
Professor S Ramnarayan	Clinical Professor of Business; Member, Management Council, Centre for Leadership, Innovation and Change (CLIC)	Indian School of Business
Professor K Venkatesh	Chief Executive & Managing Director	L&T Infrastructure Development Projects Limited
Professor O P Agarwal	CEO WRI	World Resources Institute India
Professor V Nagaraj	Professor of Law	National Law School of India University
Professor Shilpa Aggarwal	Assistant Professor	Indian School of Business
Professor Krishnamurthy Vaidyanathan	Lecturer	Indian School of Business
Professor DVR Seshadri	Clinical Full Professor	Indian School of Business
Professor Kumar V Pratap	Joint Secretary (Infrastructure Policy and Finance) at Ministry of Finance, Government of India	Ministry of Finance, Government of India
Professor Sisir Debnath	Assistant Professor	Indian School of Business
Professor Kanishka Sinha	Head of Research & Development	Stillwater Consulting Services
Professor Ashwini Chhatre	Associate Professor of Public Policy, Academic Director - Digital Identity & BIPP	Indian School of Business
Professor Amit Jain Chauradia	Assistant Professor	Indian School of Business

CURRICULUM

Participants of the AMPI will undertake taught courses of 14 credits and an action learning project of 2 credits. The courses are designed to offer a comprehensive learning of management principles in Infrastructure, real estate, etc.

TERM 1: GENERAL MANAGEMENT

- Negotiations
- Managerial Statistics
- Fundamentals of Economics
- Change Management
- Fundamentals of Marketing
- Managing Teams
- Fundamentals of Finance

TERM 2: FUNDAMENTALS OF INFRASTRUCTURE MANAGEMENT

- Social & Environmental Issues in Infrastructure
- Infrastructure Project Management
- Contract Management
- Infrastructure Economics
- Fundamentals of Real Estate Management

TERM 3: ESSENTIALS OF INFRASTRUCTURE MANAGEMENT

- Infrastructure Finance
- Legal Issues & Dispute Resolution
- Stakeholder Analysis
- Infrastructure Regulation
- Advanced Aspects of Real Estate Management

TERM 4: ADVANCED INFRASTRUCTURE MANAGEMENT

- Strategic Planning for Infrastructure
- Developing an Entrepreneurial Venture for Infrastructure
- Public Private Partnership (PPP)
- Digital transformation of Infrastructure Business

ACTION LEARNING PROJECTS

Students will work in teams of 4-5 on existing practical problems in industry. Each team will be under the mentorship of a faculty.





PROGRAMME SCHEDULE

The programme is scheduled to commence on April 26, 2019. The four residencies will be run across both campuses. The residency dates are as follows.

Residency	Dates	Location
Orientation Day*	April 26, 2019	Hyderabad
Residency 1	April 27 - May 05, 2019	Hyderabad
Residency 2	August 26 - September 03, 2019	Mohali
Residency 3	November 24 - December 02, 2019	Mohali
Residency 4	February 15 - February 23, 2020	Mohali
Graduation	May 05 - May 06, 2020	Mohali

*Part of Residency 1

Note: While every effort will be made not to change the dates of the residencies, ISB reserves the right to modify the schedule in case of extraneous reasons.







PARTICIPANT PROFILE

Professionals

A Manager, Senior Manager, Project Manager, Deputy General Manager or an Executive above, who has worked in a developer, construction, estate management or project management company, and are looking to have a broader, business-oriented role in the near term. Typically, you are working in the Corporate Function, Finance, Project Design, Project Management, Engineering and Maintenance, Marketing and Sales Functions of an organisation.

Entrepreneurs

A first or second-generation Entrepreneur, Owner, Manager, Promoter of a mid-sized Infrastructure, Construction, Real Estate company, who is looking to bring in professional management principles into running their business and/or are looking to expand their business.

Consultants

A Management Consultant who is looking for an in-depth understanding of the infrastructure industry, including the urban sector.

A Lawyer, Banker, Insurance Professional who works with/for infrastructure projects & transactions and who is looking for an in-depth understanding of the infrastructure industry, including the urban sector.

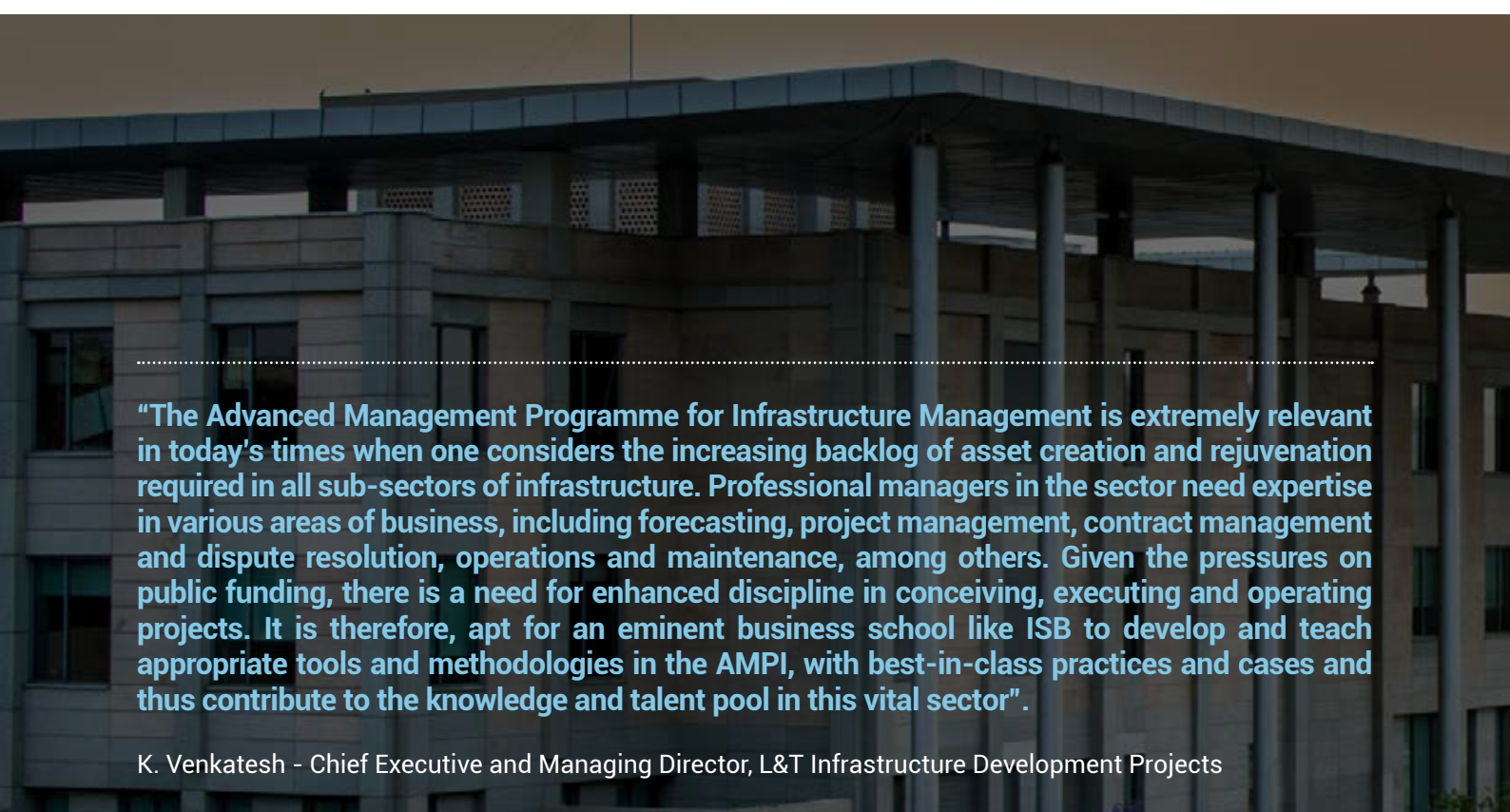
PROGRAMME BENEFITS

BENEFITS FOR PARTICIPANTS

- World-class faculty
- Relevant case studies from the infrastructure industry
- Built-in project work as part of the curriculum
- Peer learning from experienced fellow participants
- World-class learning environment
- Exposure to research projects underway at ISB

BENEFITS FOR COMPANIES

- Classroom learning comes back as part of special projects
- Great way to reward and retain high performing employees
- Creation of a leadership pipeline
- Good brand building among current and prospective employees



"The Advanced Management Programme for Infrastructure Management is extremely relevant in today's times when one considers the increasing backlog of asset creation and rejuvenation required in all sub-sectors of infrastructure. Professional managers in the sector need expertise in various areas of business, including forecasting, project management, contract management and dispute resolution, operations and maintenance, among others. Given the pressures on public funding, there is a need for enhanced discipline in conceiving, executing and operating projects. It is therefore, apt for an eminent business school like ISB to develop and teach appropriate tools and methodologies in the AMPI, with best-in-class practices and cases and thus contribute to the knowledge and talent pool in this vital sector".

K. Venkatesh - Chief Executive and Managing Director, L&T Infrastructure Development Projects

PEERS

The AMPI is a vibrant and motivated class of next-generation leaders from the Infrastructure Industry. The past three classes have been from the private sector representing various areas in infrastructure and real estate management. The diverse class comes from government, MNCs, as well as mid to small range stand-alone organisations from major metros and Tier-II cities.


CLASS PROFILE

	Class of 2017	Class of 2018	Class of 2019
Average Age	37 Years	39 Years	36 Years
Average work Experience	13 Years	14 Years	10 years
Qualification			
Real Estate	33.33%	26%	19%
Infrastructure	58.33%	56.52%	59.25%
Others	4.16%	17.39%	22.22%
Qualification at Admission			
Undergraduate	62%	60%	33%
Post Graduate	37%	40%	66%
Gender			
Men	95%	100%	85%
Women	4%	0%	14%

"Infrastructure typically involves public money spent by private entities under PPP or other arrangements. This requires private players to understand the functioning of the Govt., and the other way around. The ISB AMPI programme gives both perspectives. The composition of the class, including participants from both the government and the private sector, strengthens and reinforces this learning".

Sanjay Kallapur - Deputy Dean, Faculty and Research, Indian School of Business

ALUMNI SPEAK



"The AMPI has opened gates to new knowledge arenas and equipped me with a new set of success tools. It was a great honour to spend time with some of the most renowned teaching personalities in the world. I have benefited tremendously from being a part of this prestigious programme and it is no exaggeration to say that experiencing ISB has been an important milestone in my career".

Dr. Rajesh Lanka, Director, KCPL

"The one major requirement of course, I would say, is sheer hard work. In the end, the AMPI will be able to produce agents for change, who will provide leadership in their assigned roles in the organisations".

Anil Dixit (Co 2018), Regional officer (AP), NHA1



"ISB is all about sustainable growth, be it the growth of students, the nation or the universe at large. Infrastructure development is the essence of the growth of any country and ISB endeavours to promote and develop future leaders for infrastructural growth. The AMPI is a great initiative put forward by the institute to accomplish its objective. The course designed is best suited for working professionals and provides great opportunity to fine tune experience and knowledge. Learning is a continuous process and ISB is par excellence for providing these learning tools. I am proud to be a part of this course - I just wish I had enrolled in it earlier. Nevertheless, the world-class faculty and campus are probably the best in India, paving the way for a great experience".

Manoj Mamgaine (Co 2017), Project Director, Punj Lloyd Ltd.



"This course has provided a paradigm shift in my understanding of the Management & Infrastructure sectors, hence empowering me as an Entrepreneur. Moreover, ISB's phenomenal brand, combined with this course, has enhanced my credibility & brand image, which has positively impacted the company I work with. I strongly recommend the AMPI to all Senior Management personnel in the Infrastructure space."

Anish Chopra, Co-Founder & CEO, Greenifyi Technologies

"This programme provided me with great insight to think beyond my horizons, truly proving that the sky is the limit."

Vinay Agrawal (Co 2017), KPTL, Head - PMG, Railway Division



“If you wish to prepare yourself for a different kind of battlefield - a career in the corporate world - if you are a Defense Officer already in the infrastructure industry akin to Telecom, Power, Shipyards or Airports, then this is the programme that will equip you with all the qualifications needed for this second career. Here, participants will be introduced to contemporary business models and practices to develop competence in infrastructure management.”

Lieutenant Commander Md. Usman (Retd.) (Co 2017), Vice President, BS Group of Companies

ADMISSIONS

PREREQUISITES

An undergraduate degree in any discipline, with at least one year of experience in an infrastructure or allied industry is required. An overall work experience of six to eight years is desirable. Entrepreneurs and consultants with three years of experience are eligible to apply.

ADMISSION PROCESS

Applications to the AMPI will be considered by the Admissions Committee, which will review a range of criteria and consider the overall balance of each applicant's qualifications. Applicants will be selected based on their leadership potential, their commitment to the industry and quality of prior work experience.

APPLICATION PACK

As part of the Application Pack, you will submit:

- A personal statement to explain your commitment to the infrastructure sector
- Qualitative accounts of your behaviour, impact and personal qualities are essential to our evaluation of your leadership potential. Therefore, we request two reference letters. Your letters of reference should provide specific examples that illustrate your ability and desire to make a difference in the infrastructure management profession:
 - One reference from your current direct supervisor (or next best alternative) at work
 - Your choice of either one additional supervisor reference or one peer reference
- A Letter of Consent from your current employer for you to pursue the programme. The letter will also need to state the nature and extent of sponsorship (financial and paid time off). This letter may be submitted either along with the application or along with the acceptance of admission offer

PERSONAL INTERVIEW

Shortlisted applicants will be invited for a personal interview. The shortlisting of eligible candidates will happen on a rolling basis. Applicants will have an option of appearing for the interview in person or over audio/video conference.

SELECTION CRITERIA

Applicants will be selected based on their leadership potential, their commitment to the Infrastructure Industry and quality of prior work experience.

PROGRAMME FEE

Programme Fee: INR 10,00,000 plus GST @ 18%*

Associate Alumni Fee: INR 15,000 plus GST @ 18%*

Refundable Security Deposit: INR 5,000

*GST rates as applicable at the time of application.

The fee covers:

- Admission fee
- Tuition fee
- Course material
- Accommodation during on-campus residencies
- The fee does not cover travel cost to and from campus to attend classes
- All participants will need to bring to class a laptop of standard configuration, preferably with Windows OS, for course related work

EDUCATIONAL LOANS

The programme has a tie-up with CREDILA (a subsidiary of HDFC Limited) and AVANSE (a subsidiary of DHFL Limited) for education loans without collateral.

ADMISSION NOTIFICATION

Selected candidates will be notified of the admission offer by the Programme Office. They will be given a time of seven days to make a non-refundable payment of INR 1,00,000 (GST extra) towards admission fee to confirm their participation in the programme.

ALUMNI PRIVILEGES

After graduating from the programme, you will be welcomed into the ISB-Associate Alumni Network and the respective Special Interest Group (SIG). SIGs are a central component of alumni activity, providing an ecosystem wherein you can cultivate your professional network, avail of learning opportunities and access a supportive community. The alumni membership is non-refundable for participants who successfully graduate from the programme. This fee will be fully refundable for participants who do not graduate from the programme.

Usage of library services is subject to annual subscription to be paid in addition to the associate alumni fee and only available to associate alumni for their personal and academic use.

CONTACT US:

Website: www.isb.edu/AMPI Email: AMPI@isb.edu Phone: +91 98116 99787

ADMISSION DATES

	Last date for submitting the application	Interviews	Admission offers
Round 1	November 15, 2018	November 19 - 21, 2018	November 25, 2018
Round 2	January 31, 2019	February 02 - 04, 2019	February 10, 2019

Self-paid candidates can pay their fee in 4 installments, while B2B and Government nominations have to pay the fee in one tranche.



PUNJ LLOYD INSTITUTE OF INFRASTRUCTURE MANAGEMENT

The Punj Lloyd Institute of Infrastructure Management is established within the Indian School of Business and is a specialist institute to support the infrastructure industry. Its objective is to create top quality management capacity; to undertake research that would find solutions to the problems the industry faces and to become a one-stop source for data and information on the industry. The institute seeks to be the go-to place for knowledge and solutions within the infrastructure industry. Apart from the AMPI, the institute has worked extensively in urban management - a 'Smart Cities Lab' design is underway, which is an activity-based learning programme for city leadership; and a framework for 'Smart Cities Index' in the context of Indian cities has been formulated.

www.isb.edu/pliim

CENTRE FOR EXECUTIVE EDUCATION

The Centre for Executive Education at ISB focuses on the ongoing educational needs of corporate executives, entrepreneurs and government officials, through a portfolio of short-term Open Enrollment Programmes and Custom-designed Programmes. It also has a range of part-time and long-term Certification Programmes that are delivered in the blended learning format, using a combination of classroom sessions and online learning.

The centre's programmes are typically designed for Senior Executives and Middle Managers with a high potential for leadership and cover a whole range of topics pertaining to Business and Management. To cater to the diverse needs of the audience, the Centre draws on a large pool of Visiting Faculty from leading business schools across the world – faculty who are experts in Executive Education and have extensive research and consulting experience with leading global organisations.

Over the last 15 years, the centre has conducted almost 1000 programmes, reaching out to nearly 45,000 participants across a range of industries, making it the largest provider of Executive Education in India.

www.isb.edu/cee



THE INDIAN SCHOOL OF BUSINESS

The Indian School of Business was established in 2001, with the intention of putting India on the global map of accomplishments, adding to its credit of being the youngest school ever to consistently rank among the top Global MBA programmes, the first institution in South Asia to receive the prestigious AACSB accreditation and one of the largest providers of Executive Education in Asia.

ISB has always been at the forefront of knowledge creation. Its strong pool of research-oriented faculty has helped the school emerge as one of the leading business schools, with cutting-edge research in emerging areas of Business and Management. The original and distinctive research of our faculty ensures that our programme content is contemporary and global in its perspective.

The School offers a one-year full-time Post Graduate Programme (PGP); a 15-month part-time Post Graduate Programme in Management for Senior Executives (PGPMAX); a 15-month part-time

Management Programme for Family Business (MFAB); a 5-year Fellow Programme in Management; Executive Fellow Programme in Management, one-year Advanced Management Programmes in Healthcare, Infrastructure, Manufacturing & Public Policy; and short-term Executive Education Programmes in Management.

In 2012, ISB opened its second campus in Mohali featuring:

- Munjal Institute for Global Manufacturing
- Max Institute of Healthcare Management
- Bharti Institute of Public Policy
- Punj Lloyd Institute of Infrastructure Management

The four institutes, through their unique engagement model with the industry, academia and governments in India and abroad, are involved in research and management capacity-building in the sectors that they address.







“Think like CEO. An impressive approach invented by ISB - transforming an experienced professional into an industry leader, to focus on what the industry needs and deliver leadership. Understanding various problems by analysing case studies across different infra-projects helped our risk-taking as CEOs. Being a leader under different circumstances brought out another dimension to our personalities. Understanding economics in the business scenario made us think about expanding the organisation. As human beings responsible for preserving the environment and developing the society, the AMPI taught us how to be CEOs that maintain a healthy balance between the society, environment and progress.”

Ravivuppala, Manager (Projects), NTPC

ADVANCED MANAGEMENT PROGRAMMES

Management Programme in Public Policy - www.isb.edu/mppp

Advanced Management Programme in Healthcare Management - www.isb.edu/amph

Advanced Management Programme in Manufacturing & Operations - www.isb.edu/ampmo



Indian School of Business

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