NATIONAL INSTITUTE OF ADVANCED STUDIES
Bangalore

25th Course for Senior Executives on Excellence in Leadership

January 3 to 8, 2011
"Always aim at perfection for only then will you achieve excellence."

JRD Tata
The course for senior executives is the cornerstone on which the National Institute of Advanced Studies builds its efforts to help develop an effective and sensitive leadership in India. First organized more than two decades ago in January 1989 with the involvement of Shri JRD Tata and Dr Raja Ramanna, the course has developed a niche for itself over the years. It brings senior executives in touch with a variety of disciplines and experiences to help them evolve fresh perspectives of their own specialized fields. The course does so through lectures, panel discussions, field visits and special sessions designed to help participants link their experiences to established analytical concepts. The 25th course will be held from January 3 to 8, 2011.
The course has over the years focused on a variety of themes. The theme for the 25th course, as it has been for several recent editions, is 'Excellence in Leadership'. We have decided to stay with this theme as the complex ways in which science, technology, society, economy and culture have evolved keep throwing up fresh leadership challenges. Decision makers today cannot afford to remain insensitive to the larger canvas within which they are forced to decide on specialized issues. This larger picture can only be understood by integrating ideas from various disciplines and being exposed to multidimensional leadership experiences.
The National Institute of Advanced Studies was founded in 1988 in pursuit of JRD Tata's vision of an institution that would help create a new leadership in all sections of society by integrating the findings of scholarship in the natural and social sciences with technology and the arts. It is committed to disseminating the results through publications, dialogues with decision makers, and courses.
The course draws on the experience of leaders in corporate, government and academic institutions. Previous speakers have included CEOs, bureaucrats and other influential decision makers, renowned academics, and respected public figures. The speakers are encouraged to leave around half the time in their sessions for discussions.
The course is built on the premise that there are several ways of looking at an issue. The panel discussions are designed to capture the spectrum of views on a single issue. The panelists are encouraged to discuss the issues among themselves as well as with the participants.
This unique set of four sessions is designed to help participants conceptualize their own experience, as well as share it with the rest of the group. In the first of these sessions the participants are provided a set of concepts related to the theme of the course, in this case 'Excellence in Leadership'. The participants are then expected to evaluate them entirely on the basis of their own experience. Over the next three sessions the participants are expected to share their results with the rest of the group. This exercise can be carried out either individually or in groups.
One day in this relatively short programme is kept aside for a visit to an activity that has lessons for senior executives. The decision to keep such a significant portion of the time of the programme for a field visit has been vindicated in the past, as it has resulted in participants from diverse backgrounds exchanging different views of the same activity. In earlier programmes for senior executives the specific activity has ranged from a component of India's space programme and some of the country's best known corporate successes to other less understood areas like the rural economy.

The ISRO Telemetry Tracking and Command Network (ISTRAC), Byalalu was the site of the field visit during the 23rd Course.
An indicator of the emphasis we lay on the continuing improvement of this flagship course of the National Institute of Advanced Studies, is the detailed feedback mechanism. Participants will receive a feedback form covering the day's activities every morning and are expected to fill it and return it that night or (except on the last day) the next morning.
Since the participants in the course are senior executives with a wide range of experiences they have tended to benefit from continuous interaction with each other. The residential nature of the course encourages this interaction. Sufficient time is provided in the schedule for the day to allow for the participants to discuss the events of the day both in the course and outside.
Previous Faculty

Adoor Gopalakrishnan
Arun Shourie
Bimal Jalan
Devi Shetty
K Kasturirangan
JJ Irani
Kiran Majumdar-Shaw
NR Madhava Menon
Abhinav Bindra
Jaswant Singh
Mammen Mathew
TV Mohandas Pai
Sam Pitroda
Shyam Benegal
Raja Ramanna
Shyam Saran
Capt GR Gopinath
Suresh Prabhakar Prabhu
SP Tyagi
André Béteille
Veena Das
MS Sathyu
Bishan Singh Bedi

Prof Veena Das delivering the MN Srinivas Memorial Lecture on 'The Scenic and the Narrative: Anthropology in the Times of Violence' during the 24th Course.
Yoga is also taught at an introductory level every morning. Swimming, tennis, croquet and table tennis are some of the sports activities available at NIAS or in the adjoining campus of the Indian Institute of Science.

Mr Bishan Singh Bedi interacting with a participant after his lecture on 'Leadership in Indian Sport' at the 24th Course.
The participants stay in spacious and comfortable rooms in the institute's premises and enjoy professional catering. Long walks through the extended campus (NIAS and the Indian Institute of Science) have been popular among participants of earlier courses. The library is well stocked with books and magazines covering a variety of disciplines. It also provides internet access.
Who is Eligible?

The course is open to senior level executives and administrators in private and public sector companies, government officials and officers of the defence services. Please fill the enclosed registration form and send it along with the registration fee to reach us by December 10, 2010.

Course Fees

The fee for the entire course inclusive of board and lodge, visits and course material will be Rs.75,000/-. The course fee may be paid by demand draft drawn in favour of the National Institute of Advanced Studies, Bangalore. The sponsoring organization bears travel expenses to and from Bangalore.

The discounted fee for nominations reaching us by November 10, 2010 will be Rs.70,000/-. For multiple nominations from the same organization reaching us by the same date, the discounted fee will be Rs.65,000/- each. In case of cancellation of the nomination, the amount will be held in credit and can be utilized for nomination for the next course.
What Participants Said

... A fulfilling and rewarding experience... enhanced my mental horizons and broadened my perspectives and outlook on life and people.

General Manager, RBI

... well planned course, topics are very contemporary and relevant ... speakers are of a high standard.

Indian Foreign Service (IFS) Officer

... an excellent course ... taught me humility... brought to my attention the necessity to keep an open mind. The people at NIAS were very warm and caring.

Deputy General Manager, TELCO

... A very well designed and conducted course ... the spectrum of guest speakers was truly remarkable ...

Commodore, Indian Navy

... An excellent and rewarding experience to get exposed to a large variety of leadership challenges from different perspectives ...

Air Commodore, Indian Air Force

... This course gave me a totally new perspective and also brought me closer to interact with other executives from every field we have in India...

Scientist 'F', Gas Turbine Research Establishment
Application

Excellence in Leadership
XXV NIAS Course for Senior Executives
January 3 to 8, 2011

Personal Data

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Academic Data

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Employment Data

Name of the current employer

Your position / rank

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Special interests

A brief about you (please attach your resume in less than 200 words)

Your sponsoring agency

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Date

DD

MM

YYYY

Signature

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Payment Details

Cheque / DD No.

Dated

Drawn on Bank

Amount Rs.

drawn in favour of “National Institute of Advanced Studies”, Bangalore

Last date of nomination / application is December 10, 2010

Mail Cheque / DD with this form to
Director, National Institute of Advanced Studies, Indian Institute of Science Campus, Bangalore - 560 012
The NIAS emblem can be traced back to a remarkable Sanskrit work called the *Sulva-sutras*, literally ‘The rules of the cord’. The text is a handbook of ritual geometry, and describes a series of geometric ‘constructions’ or procedures (using only strings and pegs) for the layout of sacrificial altars and fires of various shapes and dimensions, usually specified with extraordinary precision. To this day a cord is a part of the basic equipment carried by an Indian mason, to be used in surveying or in laying out a structure in any construction activity.

Scholars are not agreed on the precise dates of the *Sutras*, but the text clearly pre-dates Panini and must have been composed before the 6th century BC. The text acknowledges that the procedures it describes were even older.