National Institute of Advanced Studies
Bangalore

The 26th Annual Programme for Senior Executives on Managing Change

January 15 to 21, 2012
"No success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people and is achieved by fair and honest means (1965)"

JRD Tata
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 dialogues with decision makers, courses and publications.
The programme for senior executives is the cornerstone on which NIAS builds its efforts to develop an effective and sensitive leadership in India. First organized in January 1989 with the involvement of Shri JRD Tata and Dr. Raja Ramanna, this flagship programme has developed a niche for itself. It brings senior executives in touch with a variety of disciplines and experiences to help them evolve fresh perspectives of their own specialized fields. NIAS Programmes are designed as a series of interactive encounters with the lively thinkers in the country. The 26th Programme will be held between January 15 and 21, 2012.
Over the years, the Programme has focussed on a variety of themes. The theme for the 26th Programme is "Managing Change". For the last seven years the theme for the Programme was "Excellence in Leadership". We will continue to focus on the complex ways in which science, society, technology, economy and culture are evolving and throwing up fresh leadership challenges. Decision-makers today cannot afford to remain insensitive to the larger canvas within which they make their decisions. This larger picture can only be understood by integrating ideas from various disciplines and being exposed to multi-dimensional experiences. Gandhiji is reported to have remarked: "If we could change ourselves, the tendencies in the world would also change". He told us that personal and social transformations go together, but never suggested that personal transformation is enough.
The Programme draws on the experience of leaders in corporate, government and academic institutions and civil society. Previous speakers have included CEOs, senior bureaucrats and other influential decision makers, renowned academics and respected public figures. The speakers are encouraged to leave half the time in their sessions for discussions.

Air Chief Marshal SP Tyagi (Retd) inaugurating the 24th Programme.
Previous Faculty

U. R. Ananthamurthy
Bishen Singh Bedi
Shyam Benegal
Andre Beteille
Madhav Gadgil
Adoor Gopalakrishnan
G. R. Gopinath
Ramachandra Guha
J. J. Irani
Bimal Jalan
Anil Kakodkar
Kiran Karnik
Kiran Mazumdar-Shaw
Roddam Narasimha
Jayaprakash Narayanan
Mohandas Pai
Sam Pitroda
Shyam Saran
M. S. Sathyu
Arun Shourie
Jaswant Singh
Javagal Srinath
Romila Thapar
N. N. Vohra

Mr. Nandan Nilekani speaking during the 25th Programme.
Sharing Experiences

As a part of this Programme each Participant is required to come prepared to make a presentation to all other Participants on a "change" that he or she encountered and managed in his or her career. The presentation including discussion is to be for a maximum of 15 minutes per participant. The Programme is designed to have 4 different sessions of 90 minutes each for sharing these experiences. The presentation should focus on unique features of the problem and how the problem was managed. The choice of the problem should be such that it is of general interest to participants from other organizations. Institute facilities will be made available to those desirous of making longer presentations where attendance would be optional.
Since the participants in the Programme are all senior executives with a wide range of experiences they have tended to benefit from interaction with each other. The residential nature of the Programme encourages this interaction. Time is provided in the schedule each day to allow the participants to discuss the day’s events both in the Programme and outside.
A part of a day in the middle of this relatively short and packed Programme is for a field visit. Participants with diverse backgrounds find it useful to exchange views on the visit. Visits in past Programmes have ranged from a visit to specific component of India's space programme to some of the country's best known corporate successes.

The ISRO Telemetry Tracking and Command Network (ISTRAC), Byalalu was the site of the field visit during the 23rd Programme.
Introductory Yoga is taught every morning starting on Monday. Participation is optional but highly recommended. Swimming, tennis, croquet, badminton and table tennis are some of the sports activities available at NIAS or on the adjoining campus of the Indian Institute of Science.
Feedback

An indicator of the emphasis we lay on the continuing improvement of this flagship programme is the detailed feedback mechanism. Participants will receive a detailed feedback form when they arrive. This will be collected from them before they leave.
What the Participants Said

...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

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

IFS Officer

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

General Manager, RBI

...thoroughly enjoyed the course ... widened the horizons of my knowledge ... opportunity to interact with so many people from diverse fields was a boon, and an unforgettable event for life.

Scientist, BARC

... the greatest contribution pertains to subjects that are not directly related to my profession ... hereafter, I will be reading on these subjects ...

Commodore, Indian Navy

... an excellent experience. The course has definitely expanded the mental horizon not only by listening to lectures but also meeting people from various organizations ...

Senior Officer, DRDO

... yoga was excellent and therapeutic ... must for the course.

Senior IAS Officer
The participants stay in spacious and comfortable rooms in the institute's premises and enjoy professional catering. Long walks through the extended campus of the Indian Institute of Science have been popular with participants of earlier programmes. The NIAS Library is well stocked with books and magazines covering a variety of disciplines. Internet access is provided both in the rooms and in the library.
## Draft Agenda

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<tr>
<th>Time</th>
<th>Sunday 15 Jan</th>
<th>Monday 16 Jan</th>
<th>Tuesday 17 Jan</th>
<th>Wednesday 18 Jan</th>
<th>Thursday 19 Jan</th>
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<td>0530-0600</td>
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<td>0600-0700</td>
<td>Yoga</td>
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<td>0800-0900</td>
<td>Breakfast</td>
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<td>0900-0930</td>
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<td>0930-1000</td>
<td>Participants are received in Bangalore</td>
<td>Modern Indian History</td>
<td>Science &amp; Technology</td>
<td>The World of Sports</td>
<td>Corporate Management</td>
<td>Ethics in Public Life</td>
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<td>1030-1100</td>
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<td>1100-1130</td>
<td>Tea/Coffee</td>
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<td>1130-1200</td>
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<td>1400-1500</td>
<td>Personal Time</td>
<td>Field Visit</td>
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<td>1500-1530</td>
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<td>1530-1600</td>
<td>Welcome, Logistics &amp; Self-Introductions</td>
<td>Sharing Experiences-1: Participants</td>
<td>Sharing Experiences-2: Participants</td>
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<td>1730-1800</td>
<td>Inaugural: The World of Politics</td>
<td>Ramana Mem. Lecture-Global Disarmament</td>
<td>Indian Literature</td>
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<td>1800-1830</td>
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<td>1900-1930</td>
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<td>1930-2030</td>
<td>Dinner</td>
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Sir Mark Tully in NIAS to deliver the Valedictory Address for the 22nd Programme.
Eligibility?

The Programme is open to approximately 25 senior level executives and administrators in private and public sector companies, government officials and serving officers of the defence services.

Duration

Formally, the programme is from 15 to 21 January, 2012. Participants will be picked up at a location of their choice in Bangalore in the morning of the 15th. The Programme formally ends with lunch on the 21st. Optional local sightseeing can be arranged for interested participants in the afternoon of the 21st. Participants can retain their rooms until the 22nd.

Programme Fees

The fee for the entire programme inclusive of board and lodge, visit, programme material and local transport will be ₹ 80,000/-. The sponsoring organization bears travel expenses to and from Bangalore.

The discounted fee for nominations reaching us by November 15, 2011 will be ₹ 70,000/-. In case of cancellation of the nomination, the amount will be held in credit and can be utilized for a nomination for the next or subsequent programme. Please fill the enclosed registration form and send it along with the fee to reach us by December 15, 2011.
### Application

#### Managing Change
XXVI Annual Programme for Senior Executives
January 15 to 21, 2012

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<tr>
<th>Name</th>
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<td>Higher Degree(s)</td>
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<td>Specialization</td>
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<td>Your position / rank</td>
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Special interests

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

Your sponsoring agency

Date

D D MM YYYY

Signature

Cheque / DD No.

Dated

Payment Details

Drawn on Bank

Amount Rs.

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

Last date of nomination / application is December 15, 2011

Mail Cheque / DD with this form to

Director, National Institute of Advanced Studies, Indian Institute of Science Campus, Bangalore - 560 012
The NIAS emblem is inspired by geometric constructions in a remarkable Sanskrit work called the *Sulva-Sutra*, literally 'The Rules of the Cord'. The text pre-dates the 6th century BC and acknowledges that the procedures it describes are even older. The text is a handbook of ritual geometry and describes a series of procedures (using only strings and pegs) for the layout of fire altars 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. The text contains the Pythagorean formula.
Contact

Director
National Institute of Advanced Studies
Indian Institute of Science Campus
Bangalore - 560 012

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