National Institute of Advanced Studies
Bangalore

The 27th Annual Programme for Senior Executives on Managing Change

January 20 to 25, 2013
"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 27th Programme will be held between January 20 and 25, 2013.
Over the years, the Programme has focused on a variety of themes. The theme for the 27th Programme as it was in the 26th Programme is "Managing Change". For the previous 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.
### Previous Faculty

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<thead>
<tr>
<th>U. R. Ananthamurthy</th>
<th>Roddam Narasimha</th>
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<tr>
<td>Bishen Singh Bedi</td>
<td>Jayaprakash Narayanan</td>
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<td>Shyam Benegal</td>
<td>Mohandas Pai</td>
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<td>André Béteille</td>
<td>Sam Pitroda</td>
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<td>Madhav Gadgil</td>
<td>Aruna Roy</td>
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<td>Gopalkrishna Gandhi</td>
<td>Shyam Sarin</td>
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<td>Adoor Gopalakrishnan</td>
<td>M. S. Sathyu</td>
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<td>G. R. Gopinath</td>
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<td>Ramachandra Guha</td>
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<td>J. J. Irani</td>
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<td>Bimal Jalan</td>
<td>Romila Thapar</td>
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<td>Anil Kakodkar</td>
<td>N. Vittal</td>
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<td>Kiran Mazumdar-Shaw</td>
<td>N. N. Vohra</td>
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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.

A dance recital by Nrityagram at the 25th Programme.
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 ...

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

...the programme has given us an insight into facts which we were not aware of earlier and has broadened our outlook and horizon...

Brigadier, Indian Army

... 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.
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 January 20 to 25, 2013. Participants will be picked up at a location of their choice in Bangalore in the morning of the 20th. The Programme formally ends with dinner on the 25th. Optional local sightseeing can be arranged for interested participants on the 26th. Participants can retain their rooms until the 26th.

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 30, 2012 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 31, 2012.
**Application**

**Managing Change**  
XXVII Annual Programme for Senior Executives  
January 20 to 25, 2013

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<td>Higher Degree(s)</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.

Drawn on Bank

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

Dated

Last date of nomination / application is December 31, 2012

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

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Indian Institute of Science Campus
Bangalore - 560 012

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