“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”

JRD Tata, 1965
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 of these studies 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 organised 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 in their own specialised fields. The NIAS Programmes are designed as a series of interactive encounters with inspiring thinkers across the country. The 29th Programme will be held between January 19 and 24, 2015.
The Theme

Over the years, the Programme has focused on a variety of themes, as, for example, “Managing Change” at the 26th and 27th Programmes. The theme of the 28th Programme was “Leadership in Challenging Times”, which was very well received by the participants. This year we continue to focus on the complex ways in which science, society, technology, economy and culture are evolving and throwing up fresh leadership challenges. In contemporary times, decision-makers 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, and never suggested that personal transformation is enough. Today, India needs leaders who can lead it to excellence in various fields – and Gandhiji’s sage advice is possibly even more relevant in these difficult days.
Lecture-Discussions

The Programme typically draws on the experience of leaders in corporate, government and academic institutions and civil society. Our previous speakers have thus 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

U R Ananthamurthy
Bishan Singh Bedi
Shyam Benegal
André Béteille
O P Bhatt
Abhinav Bindra
Shekhar Dutt
Madhav Gadgil
Gopalkrishna Gandhi
Adoor Gopalakrishnan
G R Gopinath
Krishna Byre Gowda
Ramachandra Guha
Shekhar Gupta
J J Irani
Bimal Jalan
Anil Kakodkar

V P Malik
Shivshankar Menon
Roddam Narasimha
Jayaprakash Narayan
T V Mohandas Pai
Sam Pitroda
Aruna Roy
Shyam Saran
M S Sathyu
Kiran Mazumdar-Shaw
Devi Prasad Shetty
Arun Shourie
Jaswant Singh
Javagal Srinath
Romila Thapar
N Vittal
N N Vohra
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 “leadership challenge” that she or he encountered and managed to address in her or his career. The presentation, including discussion, should be for a maximum of 15 minutes. The presentation, which should focus on unique features of the problem and how it was managed, should be of general interest to participants from other organisations. Institute facilities will be made available to those desirous of making longer presentations where attendance would be optional.
As the participants in the Programme have all been senior executives with a wide range of experiences, they have tended to benefit from interactions with one another. The residential nature of the Programme also encourages these interactions. Time is provided in the schedule each day to allow the participants to discuss the day’s events both within the Programme and outside.
Field Visit

A day during this relatively short and packed Programme is reserved for a field visit. Participants with diverse backgrounds often find it useful to subsequently exchange their views on this usually unique experience. Visits in the past programmes have ranged from specific components of India’s space programme, leading nuclear energy facilities to some of the country’s best known corporate successes.
Beyond Lectures

Introductory yoga is taught every morning. Participation is optional but highly recommended. Badminton, table tennis and carrom are some of the sports activities available at NIAS.
An indicator of the emphasis we lay on the continuing improvement of this flagship programme is the detailed feedback mechanism that we have instituted. Participants receive a detailed feedback form when they arrive, and this is collected from them before their departure.
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

...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 very popular with the 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 guest 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 will be from January 19 to 24, 2015. Participants will be picked up at a location of their choice in Bangalore on the morning of January 19th. The Programme formally ends after lunch on the 24th. Optional local sightseeing can be arranged for interested participants on a free afternoon during the Programme.

Programme Fees

The fee for the entire Programme inclusive of board and lodge, visit, programme material and local transport will be INR 1,00,000. The sponsoring organisation bears travel expenses to and from Bangalore.

The discounted fee for nominations reaching us by December 15, 2014 will be INR 90,000. In case of cancellation of the nomination, the amount will be held in credit and can be utilised for a nomination for the next or subsequent programme. Please fill in the enclosed registration form and send it along with the fee to reach us by January 5, 2015.
## Application

**Leadership in Challenging Times**  
**XXIX Annual Programme for Senior Executives**  
**January 19 to 24, 2015**

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Special interests

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

Your sponsoring agency

Date DD MM YYYY

Signature

Cheque / DD No. Dated

Drawn on Bank

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

Payment Details

Last date of nomination / application is January 5, 2015

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 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. It is noteworthy that the text contains the Pythagorean formula.

Mr JRD Tata signing the Golden Book of NIAS.
Contact

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Indian Institute of Science Campus
Bangalore 560 012

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