



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

A **CREDAI** initiative

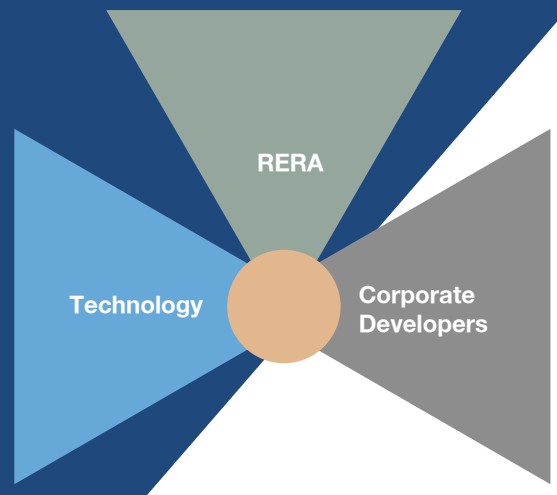


Programme Director
**Prof. Venkatesh
Panchapagesan**

Programme Duration
**October 2024 -
February 2025**

IIMB-CREDAI BUSINESS LEADERSHIP PROGRAMME (BLP)

The real estate sector in India is at an important crossroad. From an unorganized sector with not so stellar reputation, the sector is slowly taking its rightful place as one of the prime engines of the Indian economy. *Three* important drivers have contributed to this transition. One is the introduction of RERA that has not only empowered the customers but have also made developers more efficient and process driven. The second driver is the entry of corporate developers and institutional investors who have brought latest management practices and governance standards to this largely family driven sector. The third driver is technology that has sparked an explosion in innovation across the real estate value chain. While consolidation in the sector is inevitable, the new environment has given hope for smaller real estate developers to differentiate themselves and grow.



While developers still need to build properties at a reasonable margin, the way to do it is slowly changing due to these drivers. Leaders in the real estate sector need to be first aware of these changes, be able to manage them through creative systems and processes, and then be able to evangelize the response to ensure that the entire organization is unified in its purpose and action. While charismatic leaders do appear once in a few generations, most leaders need to arm themselves with latest tools and techniques to navigate this transition. Keeping this need in mind, CREDAI has initiated a programme with the Indian

Institute of Management Bangalore called the “IIMB-CREDAI Business Leadership Programme (BLP)” for the leaders of the real estate industry. The 2023-24 cohort will be 9th batch of the programme

This programme is designed to help CREDAI members meet the key challenges of managing in today’s dynamically changing and complex environment. The constant flux in the business and political environment makes it crucial for real estate leaders to continuously review their existing worldviews and explore new ways of building and sustaining the competitive advantages for the firms they lead. It requires not only an in-depth cross-functional knowledge and an ability to make decisions using a strategic perspective but also awareness of personal strengths and weaknesses. The proposed IIMB-CREDAI Business Leadership Programme aims to allow participants to manage this development agenda.

► PROGRAMME OBJECTIVES

The objectives of BLP are to help the participants achieve a personal and professional transformation towards visionary leadership in their organizations. The programme is aimed at helping participants to

<p>Become strategic thinkers and dynamic leaders who shape the industry’s future and its structure in a dynamic and fast-growing industry.</p>	<p>Understand and assimilate emerging concepts, technology, and business practices in achieving operational excellence and superior competitive performance.</p>	<p>Help reflect and build on leadership skills at all levels – personal, firm and at the industry level.</p>	<p>Develop professional mindset.</p>	<p>Appreciate trends and headwinds in the real estate industry to be able to manage and use them to their advantage.</p>

▶ PARTICIPANT PROFILE

The programme is best suited for real estate business leaders who have at least 5 years of experience in leading their organization. Leaders could be either first generation entrepreneurs or part of the family running the business. To enrich programme experience, the cohort size will be limited to a maximum of 25 participants. Preference will be given to parent-child, sibling-sibling participants as we believe that effectiveness of the program increases with multiple participants from the same firm. Moreover, effort will be taken to ensure geographical, gender, size, and age diversification so as to maximize peer-to-peer learning.

▶ PROGRAMME FRAMEWORK AND CONTENT

This programme is envisaged as a fully residential programme and will be organized into 5 modules of 4 to 5 days per module. These modules are spread over 5 months, as indicated below. While the number of days in each module will remain as planned, the content may be modified based on faculty schedule.

This programme covers a lot of ground in a very short time frame. Hence, it is important that the participants attend all the modules to get the most out of the programme. Participants with less than 75% attendance across all modules will not be provided with a certificate of completion. Participants must also plan to allocate some time in-between the modules to work on Action Learning Projects, Assignments and Pre-reads.

Action Learning Projects (ALP) are meant for participants to work on real problems that developers face. They could be ongoing problems or challenges that one or several of the participants face while they are in the programme. They will work on these projects in groups aided by faculty or external experts over the course of the entire programme. The groups will be expected to present during the final module to the entire cohort.

▶ PROGRAMME DIRECTOR






Prof. Venkatesh Panchapagesan

Finance & Accounting, IIMB

- Chairperson, Real Estate Research Initiative
- Entrepreneurship - Secondary Member
- Ph. D. in Finance, University of Southern California
- Post graduate Diploma in Management (equivalent to MBA), Indian Institute of Management Calcutta
- Chartered Accountant
- Cost and Works Accountant
- Bachelor of Commerce



Dr. Venkatesh Panchapagesan is an Associate Professor of Finance and also heads the Real Estate Research Initiative at IIM Bangalore. He has more than 20 years of experience in academia and in global financial services industry after finishing his Ph.D. in Finance from the University of Southern California. Prior to joining IIMB in September 2011, he was with the world's largest hedge fund, Bridgewater Associates, where he led efforts to revamp trading analytical infrastructure. He has also worked with Goldman Sachs Asset Management in New York between 2005 and 2008 overseeing trading research for their quantitative hedge funds. He was a Finance Professor at the Olin School of Business at Washington University in St. Louis from 1998 to 2005 and has published in top peer-reviewed academic and practitioner journals of the world. He was also invited to be the NASDAQ stock market's economist for a year. He is certified in India as a Chartered Accountant and a Cost Accountant, and holds a post graduate management degree from IIM (Calcutta) as well.

MODULES	I	II	III & IV	V
				
THEME	Setting the Strategic Context	Developing the Individual	Developing the Organization	Leading the Organization
DATE	October 14 - 18, 2024 (5 days)	Nov 11 - 15, 2024 (5 days)	Dec 02 - 05, 2024 (4 days) Jan 13 - 16, 2025 (4 days)	Feb 10 - 14, 2025 (5 days)
CONTENT	<ul style="list-style-type: none"> • Setting stakeholder expectations • Understanding the macro environment that we operate in • Learning to use a strategic perspective for decision making • Understanding innovation and how it can be used in organizations • Emerging issues and challenges for the real estate industry 	<ul style="list-style-type: none"> • Understanding oneself and how we make decisions • Unconventional thinking to improve productivity • Developing the entrepreneurial mindset • Owner-manager as a coach • Developing design thinking capability • Learning from experiences of business leaders in other industries 	<ul style="list-style-type: none"> • Strategic management of core functional areas – finance, operations, people and processes, marketing and sales etc. • Creating valuable brands • Adapting to the digital revolution through effective marketing and customer relationship management • Learning the art of negotiating • Managing growth using a systematic approach • Performance measurement and talent retention • People management • Using “real options” approach to decision making • Integrating real estate startups into your organization 	<ul style="list-style-type: none"> • Visioning for leaders • Strategic and high impact leadership • Inspiring organization using time-tested techniques • Market leadership under uncertainty • Protecting the future through diversification and effective governance • Securing family owned businesses and grooming future leaders
ADDITIONAL INPUTS	<ul style="list-style-type: none"> • Outbound team-building exercises • Chai pe charcha (informal group discussions each module to collect, synthesize and solve problems faced by the participants in their businesses; moderated by faculty) • Street Talk series (regular talks by business leaders and regulators who share experiences on practical application of concepts discussed in these sessions) • Engagement with NSRCEL, IIMB’s startup incubation centre, on potential investment opportunities • Action Learning projects 			



► SOME QUOTES FROM PARTICIPANTS AND LEADERSHIP TEAM

Within our industry we have become complacent that we know it all. By coming to IIMB and interacting with Professors, we realize that there is lot more to know. Keeping an open mind if one attends this programme it is hugely beneficial to be at the programme.

Getamber Anand, *Ex-Chairman & President - CREDAI*

All precious stones are small in size, all good things come in small numbers. Similarly this precious programme there is only batch in a year, added to that we can take only 25 members per batch for 11000 members across the country. More importantly this is restricted only for Promoters, Directors, partners and Proprietors.

Balakrishna Hegde, *Chairman, CREDAI - National Centre of Learning*

I would recommend this programme for all generations for a simple reason that this course helps us to connect with evolving concepts and also see how real estate industry is transforming in future.

Joydeep Ponugoti, *Co-Chairman, CREDAI Statistics, E-Library & IT Committee*

I completed my CREDAI IIMB programme in 2018. Believe me there is lot of change in my personality and in business. I have experienced a change that would not have been possible if I had not attended this programme. This tie up of CREDAI with IIMB and the way it is been designed by IIMB faculty especially for CREDAI, the case studies used, personal evaluation of your personality is very unique. The way this programme is maturing it's a great opportunity be part of this programme. I recommend this programme to all CREDAI members.

Manoj Gaur, *Chairman, CREDAI NCR*

I strongly recommend this course as this course is nicely designed including topics like economics, corporate strategy, organisation structure, etc by highly experienced faculty and we get to meet different people from different cities over Chai pe Charcha.

Kalinga Keshari Rath, *Director, Evos Buildcon*

Impact of Business Leadership Programme from IIMB is enormous and I strongly recommend this course for all my fellow fraternities. Opportunity for organized developers is very high and if you are aspiring to grow and your organisation to grow this is the platform where you get to know nitty gritty and learning of do and don'ts.

Bhaskar Nagendrappa, *Chairman, CREDAI Skill Development Committee*

IIMB CREDAI BLP teaches you how to build your career and organisation in a right way in short term and long term. You will have great bonding and networking with your colleagues. It helps you understand the future of real estate.

Jaxay Shah, *Past Chairman & President, CREDAI*

What really stands out in this course is the faculty, they are in sync with what's happening around and they know the business. This is a real estate specific course and IIM Bangalore ensures that as developers we continue to do it....so please do attend it.

Aditya Javadekar, *Vilas Javdekar & Associates*

Coming from the family of having the legacy of being in real estate for more than 20 years, this IIMB programme helps me to move on from helping my dad in the business and set up an entire real estate cycle by myself - be it raising funds, set up practices and process that are streamlined and there is nothing that is stopping me.

Sarah Jacob, *Director of Real Estate Development at Trine Holdings*

Experience that comes with faculty that are connected to our industry made us look differently at things after completing this course. It is we who gained multitude than institute, this programme helps to make a change in your life and industry and grow in the future.

Suresh Hari, *Partner, Vishal Promoters and Builders*

PROGRAMME FEE

Payable from Participant to IIMB

Programme fee per participant is INR 7,61,336 inclusive of GST (INR 6,45,200 + taxes INR 1,16,136) in favour of "Indian Institute of Management, Bangalore". The fee covers reading materials, training, food and lodging, alumni membership (does not include travel costs).

Payable from Participant to CREDAI

A nominal amount of Rs. 25,000 inclusive of GST (Rupees Twenty Five Thousand only) would be payable to CREDAI towards application processing fee.

A CREDAI Initiative - Please take advantage of the opportunity



Mr. Manoj Gaur,
Chairman



Mr. Boman R. Irani,
President



Mr. G. Ram Reddy,
Secretary



Mr. Balakrishna,
Chairman, CREDAI -
National Centre of
Learning.

HOW TO REGISTER FOR THE PROGRAMME

- **Interested participants are required to submit CREDAI's Participation Declaration Form (provided at the end of the document) to:**

Ms Manju Negi

Confederation of Real Estate Developers' Associations of India
CREDAI National

PHD House (5th Floor), 4/2 Siri Institutional Area
August Kranti Marg, New Delhi-110016

M: 7838760102

Ph: 011 - 43126200, 43126262

Fax : 011 - 43126211 | Email - manju@credai.org



- **PROF. VENKATESH PANCHAPAGESAN WILL INTERVIEW PARTICIPANTS BEFORE CONFIRMING THEIR ENROLMENT FOR THE PROGRAMME**

After receiving confirmation on your nomination from CREDAI, please register online <http://iimbersrv.iimb.ac.in/prod/sleep.home> at IIMB portal by filling in all the details

- Pay 100% fees online on IIMB website. Link for payment will be activated *ONLY AFTER* you complete your online registration.
- The application processing fee of **Rs.25,000/- payable to 'Confederation of Real Estate Developers' Associations of India, Kotak Mahindra Bank, Account No. 5711315979, IFSC Code KKBK0000172, Bank Address: G-F 3A-3J, Ground Floor, Amba Deep, 14 Kasturba Gandhi Marg, New Delhi-110 001**
- You need to complete the payment on *BOTH* IIMB and CREDAI websites to have your seat confirmed in the programme.
- The Welcome Letter will be sent by IIMB to all the participants subsequently, on receipt of payment. Kindly do not make your travel plans until you receive the Welcome letter from IIMB.
- Last date to register with payment completed - **15 August 2024**

PARTICIPATION DECLARATION



NAME OF APPLICANT (As mentioned in the Passport) _____

NAME OF COMPANY _____

DESIGNATION IN THE COMPANY _____

ADDRESS OF THE COMPANY _____

CITY _____ STATE _____

MOBILE No. _____ PHONE (off) _____

EMAIL ID _____

COMPANY WEBSITE _____

EDUCATION QUALIFICATION _____

YEARS OF EXPERIENCE IN REAL ESTATE BUSINESS _____

NAME OF ASSOCIATION TO WHICH THE APPLICANT BELONGS _____

CITY _____ STATE _____

PROGRAMME FEE

Payable to IIMB

Rs. 7,61,336/- inclusive of GST, for the IIMB-CREDAI Business Leadership Programme.

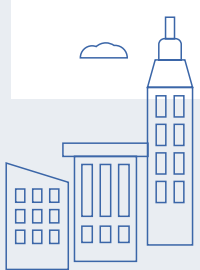
Payable to CREDAI

Rs. 25,000 inclusive of GST (Rupees Twenty Thousand only) towards application processing fee.



DECLARATION: I hereby declare that the information furnished herein above is true to the best of my knowledge.

Signature of the Applicant



▶ ABOUT IIMB

The Indian Institute of Management Bangalore (IIMB) is a leading graduate school of management in Asia. Under the IIM Act of 2017, IIMB is an Institute of National Importance.

Established in 1973, IIMB today offers a range of post-graduate and doctoral level courses as well as executive education programmes. With a faculty body from some of the best universities worldwide, IIMB has emerged as a leader in the area of management research, education and consulting. IIMB's distinctive feature is its strong focus on leadership and entrepreneurial skills that are necessary to succeed in today's dynamic business environment.

IIMB has around 100 full time faculty members, more than 1200 students across various long duration programmes and nearly 6000 annual Executive Education participants.

Post Graduate and Doctoral Programmes offered by IIMB

- Doctor of Philosophy (Ph.D.), 5 years, Full-time
- Master of Business Administration (MBA), 2 years, Full-time
- Master of Business Administration (MBA), 1 year, Full-time
- Master of Business Administration (MBA), 2 years, Weekend
- Master of Business Administration (Business Analytics), (MBA(BA)), 2 years, Full-time

Certificate Programmes

- Faculty Development Programmes for teachers in universities and colleges
- Mahatma Gandhi National Fellowship
- N. S. Ramaswamy Pre-doctoral Fellowship

All our degree Programmes are highly placed in Global Rankings

IIMB has been offering Massive Open Online Courses (MOOCs) on the edX platform since 2015 to create a positive social impact using educational technology.

IIMB has obtained the European Quality Improvement System (EQUIS) accreditation awarded by the European Foundation for Management Development (EFMD). IIMB has been ranked No. 2 in the India Rankings 2023 in the Management Education category under the National Institutional Ranking Framework (NIRF) by the MHRD.

Executive Education Programmes

The Executive Education engages with the industry through its various Custom and Open enrollment programmes with a view to impart the knowledge and skills necessary to succeed in today's environment. The Executive Education Programme (EEP) of IIM Bangalore has been featured among the Top 100 programmes globally, as per the Financial Times (FT) Executive Education Ranking 2024.

Centres of Excellence at IIMB

- Centre for Capital Markets and Risk Management
- Centre for Corporate Governance and Citizenship
- Centre for Management Communication
- Centre for Public Policy
- Centre for Software & Information Technology Management
- Centre for Teaching and Learning
- India-Japan Study Centre
- Israel Centre
- NSRCEL
- Supply Chain Management Centre

▶ ABOUT CREDAI

The Confederation of Real Estate Developers' Associations of India (CREDAI) established in 1999, is the apex body of real estate developers in India with more than 13,000 members and presence in 221 cities across 21 states. CREDAI strives to make the Real Estate industry organized and progressive by working closely with all stakeholders including Government representatives, policy makers, investors, finance companies, consumers, and real estate professionals. CREDAI promotes fair play and transparency in the business of real estate. In particular, to safeguard the interest of home buyers, the members of CREDAI voluntarily adopt a 'Code of Conduct'. Consumer Grievance Redressal Forum have been set up to serve as the first port of call for home buyers to register their complaints and have them resolved efficiently and cost-effectively.

Executive Education Programmes

Indian Institute of Management Bangalore
Bannerghatta Road, Bengaluru 560 076
Phone: +91 - 80 - 2699 3471 / 89512 81610
Fax: +91 - 80 - 2658 4004
Email: sneha.angadi@iimb.ac.in
Web: www.iimb.ac.in/eedp

- Facebook: <http://on.fb.me/1zWioPp>
- YouTube: <https://bit.ly/1zWi8Qk>
- LinkedIn: <http://linkd.in/1G31q38>
- Twitter: <https://bit.ly/2LuODNn>
- Instagram: <https://bit.ly/2koNKK3>
- Blog: <http://blog.iimb.ac.in/>

Participants interested in the Program may contact IIMB at the above-mentioned address for clarifications, if any. Once registration is accepted, cancellation /refund queries and requests will not be entertained.



INDIAN INSTITUTE OF MANAGEMENT BANGALORE
Bannerghatta Road, Bengaluru 560 076

VISION
To be a global, renowned academic institution fostering excellence in management, innovation and entrepreneurship for business, government and society