



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

A **CREDAI** initiative

Programme Directors

**Prof. Venkatesh
Panchapagesan**

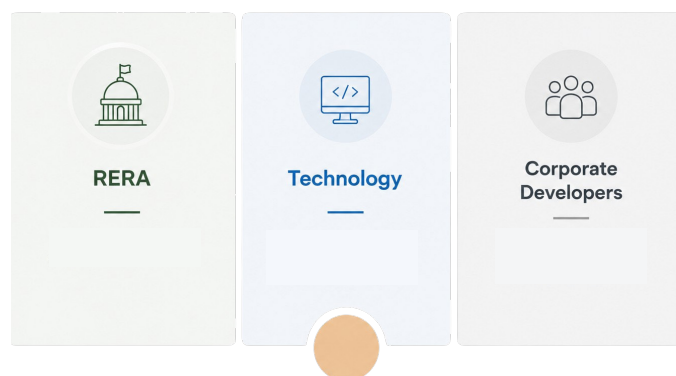
Prof. Soudeep Deb

Programme Dates

**September 2026 -
February 2027**

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. The rapid adoption of AI has only hastened the rethink of processes and talent requirements by real estate firms to enhance operational efficiency and scale.



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 2026-27 cohort will be 12th 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



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 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 DIRECTORS



Prof. Venkatesh Panchapagesan

Dean of Administration

Professor of Finance and Accounting

Chairperson, Real Estate Research Initiative | Advisor, Centre of Excellence in Fintech

Dr. Venkatesh Panchapagesan is an accomplished finance professional and academic with over three decades of experience spanning research, policy, regulation, and capital markets. He has published influential research in top-tier journals on real estate markets, market microstructure, and financial regulation. He also heads the Real Estate Research Initiative, driving applied research on housing, land markets, and real estate finance in India. He has held senior executive roles at global hedge funds such as Bridgewater Associates and Goldman Sachs Asset Management, and academic roles at the Olin School of Business and the Nasdaq Stock Market in the US. Currently, he is an independent director in several companies and a member of expert and technical committees at SEBI, IBBI, IFSCA, and the National Housing Bank. He actively mentors and advises several startups and alternative funds, mostly in the fintech and proptech space. He holds a Ph.D. in Finance from the University of Southern California and an MBA-equivalent Post Graduate Diploma in Management from IIM Calcutta. He is also qualified as a Chartered Accountant and a Cost and Works Accountant in India.



Prof. Soudeep Deb

Associate Professor - Decision Sciences Chairperson, Decision Sciences

Dr. Soudeep Deb is an Associate Professor and Chairperson of the Decision Sciences Area at IIM Bangalore. He joined the Institute in 2020 after serving as Senior Lead Data Scientist at NBC Universal Media, LLC, New York, where he developed advanced analytical methods for television viewership and ratings data. He holds a Ph.D. in Statistics from the University of Chicago and Bachelor's and Master's degrees in Statistics from the Indian Statistical Institute, Kolkata.

His research focuses on forecasting, time series analysis, spatio-temporal modelling, statistical learning, clustering and classification methods, and nonparametric inference, with applications across finance, climate science, public health, genomics, and sports analytics. His work has been published in several leading international journals, including the Journal of the Royal Statistical Society, Statistical Science, and Energy Economics.

At IIM Bangalore, Prof. Deb teaches courses in statistics, data analytics, and decision sciences, bringing together rigorous analytical methods with practical business applications. His work bridges academic research and industry practice, enabling professionals to leverage data-driven approaches for informed decision-making across diverse business contexts.

MODULES

THEME	 SETTING THE STRATEGIC CONTEXT	 DEVELOPING THE INDIVIDUAL	 DEVELOPING THE ORGANIZATION	 LEADING THE ORGANIZATION
DATE	Sep 14 to 18 (5days)	Oct 12 to 16 (5 days)	Nov 23 to 27 (5 days) Jan 4 to 8 (5 days)	Feb 1 to 5 (5 days)
CONTENT	• 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	• 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	• 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	• 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	• 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 • Hands-on workshops (for e.g, on AI)			

PARTICIPANT TESTIMONIALS & PROGRAMME GLIMPSES

“ 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

“ 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

“ 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

“ 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

“ As the saying goes, all precious stones are small in size and the finest things in life are often available only in limited numbers. This programme is no exception. Only one batch is conducted each year and each batch is restricted to just 25 participants, despite there being over 11,000 eligible members across the country. What makes this programme even more exclusive is that participation is limited solely to Promoters, Directors, Partners, and Proprietors, making it a truly distinguished learning opportunity for business leaders.

- Aerya Balakrishna Hegde,
Mentor – CREDAI-IIMB BLP.



“ 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

“ 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

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

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



PROGRAMME FEE



FEE PAYABLE TO IIMB

DESCRIPTION	REGULAR FEE	EARLY BIRD LAST DATE-15TH AUG REGISTRATION BENEFIT
Programme Fee including Accommodation	INR 8,00,000	INR 7,50,000
Taxes @18%	INR 1,44,000	INR 1,35,000
Total Programme Fee Per Participant (inclusive of taxes)	INR 9,44,000	INR 8,85,009

in favour of "Indian Institute of Management, Bangalore". The fee covers reading materials, training, food and lodging, alumni membership (does not include travel costs).



FEE PAYABLE 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. Boman R. Irani
Chairman



Mr. Shekhar G. Patel
President



Mr. Gaurav Gupta
Secretary



Mr. Aerya Balakrishna Hegde
Mentor – CREDAI-IIMB BLP.

HOW TO REGISTER FOR THE PROGRAMME

1



SUBMIT DECLARATION FORM

Interested participants are required to submit CREDAI's Participation Declaration Form to:

Ms. Nikita Bansal
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: +91 9667375512
Ph: 011 - 43126200, 43126262
Fax : 011 - 43126211
Email – nikita@credai.org

2



INTERVIEW & APPROVAL

The Programme Directors will interview participants before confirming their enrolment for the programme.

3



REGISTER ONLINE

After receiving confirmation on your nomination from CREDAI, please register online at <https://eep.iimb.ac.in/course/iimb-credai-business-leader-ship-programme-blp/> at IIMB portal by filling in all the details.

4



MAKE PAYMENTS

- Pay 100% fees online on IIMB website. Link for payment will be activated "ONLY AFTER" you complete your online registration.
- The application processing fee to be paid directly on CREDAI National.
- You need to complete the payment on *BOTH IIMB and CREDAI websites to have your seat confirmed in the programme.

5



RECEIVE CONFIRMATION

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.



IMPORTANT DEADLINE

Last date for early bird payment **15 AUGUST 2026**



QUICK NOTES

- All fees are inclusive of applicable GST.
- The Welcome Letter from IIMB will include programme details, schedule, campus information and pre-programme instructions.
- For any queries, please contact CREDAI at the details provided.

PARTICIPATION DECLARATION

NAME OF APPLICANT (As mentioned in the Passport)_____

NAME OF COMPANY_____

DESIGNATION IN THE COMPANY_____

APPROXIMATE ANNUAL TURNOVER (REVENUE) OF 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. 9,44,000/- 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), (MBABA)), 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 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.

Executive Education Programmes

- 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

Confederation of Real Estate Developers' Associations of India (CREDAI) is the apex body of private Real Estate developers in India, established in 1999, with a vision of transforming the landscape of Indian Real Estate industry and a mandate to pursue the cause of Housing and Habitat. Today, CREDAI represents 13000+ Developers across 230 city chapters in 20 states and plays an important role in policy formulation by representing the views of its members to various Ministries at regular intervals

Executive Education Programmes

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Bannerghatta Road, Bengaluru 560 076
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Fax: +91 - 80 - 2658 4004
Email: sneha.angadi@iimb.ac.in
Web: www.iimb.ac.in/eep



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- 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.