DMA

DELHI MANAGEMENT ASSOCIATION

In-Company Programmes for Corporate Professionals

In-company Programmes Offered by DMA

Advanced Training Programmes for Senior Corporate Professionals

Leadership & Management Development

- Leadership Development
- Managerial Effectiveness
- Coaching & Mentoring Skills
- Entrepreneurial Skil
- Talent Management
- Career Planning and Enhancing Self Competence
- Train The Trainer
- Emotional Intelligence
- Employability Skills

For Middle Level and Junior Level Corporate Professionals

Legal

- Contract Labour (Implications, Solutions & Compliances)
- Handling Disciplinary Matters-Legally & Efficiently
- Industrial Relations-Yesterday, Today & Tomorrow
- Statutory Compliance of Labour Laws

Soft Skills

- Communication & Presentation Skills
- Powerful Business Writing Skills
- Negotiation & Influencing Skills
- Selling Skills- Win Win Situation
- Relationship Strategies/ Interpersonal Relations
- Enhancing the effectiveness of frontline staff
- Workplace Ethics

For all levels

General

- Health & Safety at Workplace
- Corporate Social Responsibility: Making Actionable Business Agenda
- Essentials of Corporate Governance: New Norms
- Creativity & Innovation-Thinking Out of the Box
- Employee Engagement

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Leadership & Management Development

Programme	Learning Outcomes
Leadership Development	Leadership is a complex process by which a person influences others to accomplish a mission, task, or objective & directs the organization in a way that makes it more cohesive and coherent. Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training, and experience. At the end of this workshop the participants will be in a position to understand Leadership Concepts, Leadership Skills, Competencies and Leadership Styles.
Managerial Effectiveness	Managerial Effectiveness training is more important today than ever. With businesses struggling to deal with economic, political and social turbulence around the world, the next generation of leaders is facing more complex challenges and must develop their capacity to lead responsibly, to develop and retain their team members in turbulent times. Managerial Effectiveness programme will give participants the tools, insights and knowledge of managerial functions such as planning, organizing, leading and controlling etc., to take on greater risks and responsibilities. The programme will help the participants to boost their skills and performance and prepare them for the next career move.
Coaching & Mentoring Skills	Coaching and mentoring are an essential part of management and leadership development. Achievement of results in any organization is the sum of individual achievements of its people. Leadership is accomplishment oriented while coaching is insight oriented. Good coaching reveals unseen mental and organizational barriers to higher performance. By the end of this workshop the participants will have enhanced self-awareness and better inter-personal relations, learnt coaching and mentoring skills and methodologies, understood the relationship of coaching and mentoring with performance. The programme will also provide them step-by-step guide to conduct effective coaching and mentoring sessions.
Entrepreneurial Skills	Starting or growing a business can be a frightening prospect. Nurturing and trusting the entrepreneur within and taking charge of your business can seem a truly formidable task. But getting it right and reaping enormous professional and financial rewards is also one of the most exciting things you will ever do. As your business and confidence strengthen it has got to be the most thrilling feeling in the world. How do I know? Because I've done it. Participants will be able to explore their objective of setting up the entrepreneurial venture, defining their ideal clients, identifying target customer segments, developing a business plan, how to take an idea to market and how to make an existing business boom.

Talent Management	Whenever Lenovo India's MD Amar Babu is not meeting customers and business partners, his focus is on talent: coaching, team-building and making the right pitch for the right people. "Talent management today tops my agenda and role," he says. People and teams, he knows, are what go into making a successful organization. "Especially at the middle and senior management levels, it is becoming increasingly difficult to get good…
Career Planning and Enhancing Self Competence	One of the hardest—and most exciting—choices you'll ever make is your career. Career planning is the process by which one selects career goals and the path to these goals. Career development is those personal improvements one undertakes to achieve a personal career plan. The need of career planning and development is felt in each and every organization of today's global world. The process of career planning helps the individual to have the knowledge of various career opportunities, his priorities etc. This knowledge helps him select the career that is suitable to his life style, preferences, family environment, scope for self-development, aptitude, ambitions etc. It helps the organization identify internal employees who can be promoted. Internal promotions, up gradation and transfers motivate the employees, boost up their morale and also result in increased job satisfaction. During the workshop the participants will learn how to plan their career for achieving their ambitions, and how to develop the competencies required for their dream career.
Train The Trainer	To be effective every manager is required to continuously develop his team for higher performance. He has to train, mentor and coach his team members in an informal as well as formal manner continuously. Our train the trainer program aims at developing a professional trainer's ability to conduct useful and exciting training programs. Training the trainer is all about familiarizing him with the skills required to facilitate learning sessions, making impactful presentations, designing learning sessions, developing learning content, engaging participants, conducting effective learning sessions in a fun filled environment. The programme raises the level of self-awareness of participants and hones their training skills.
Emotional Intelligence	Emotional Intelligence is the ability to monitor your own and others' emotions and deal with them effectively. Leaders with high emotional intelligence are more likely to detect friction and eliminate conflict, more flexible & better situational leaders. By the end of this workshop participants will have significantly enhanced level of self-awareness, increased ability to understand & regulate own emotions, understand the emotions of others and deal with them effectively. Participants will be able to further develop their inter-personal and team skills.
Employability Skills	Employability skills are non-technical skills which play a significant part in contributing to an individual's effective and successful participation in the workplace. Employability skills are also sometimes referred to as "soft skills", generic skills, enabling skills or key competencies. The gap between the business schools' education and employer need is tremendous. According to one survey only 23% of MBAs are employable. Our aim is to bridge this gap. With the help of this workshop participants will learn the basic employability skills and techniques to cultivate these skills so that they able to achieve high performance levels at the workplace.

Legal

Programme	Learning Outcomes
Contract Labour (Implications, Solutions & Compliances)	In this age of globalization, the employment structure across the globe has been undergoing changes in all nations. In order to effectively compete in a globalized market, employers need flexibility relating to employment and deployment of labour in order to meet the fast- changing business exigencies in the world. In India, contract labour is protected by the Contract Labour (Regulation and Abolition) Act, 1970. The Act enlists a number of provisions for the welfare of the contract workers including payment of minimum wage, social security benefits and others. There is plethora of other legislations also which are simultaneously applicable on contract labour. The programme will provide opportunity to listen on the subject to the law enforcement authorities, corporate bigwigs, legal luminaries and also there will be an open house discussion to clear out the day to day problems, doubts and real case situations of the participants.
Handling Disciplinary Matters-Legally & Efficiently	'Discipline' is one of the most important ingredients and most commonly used word in any industrial or commercial enterprise. At the same time 'discipline' is one of the most vulnerable and most commonly flouted and violated phenomenon. Like research and development, optimum qualitative output, minimum cost, timely delivery etc. are important factors for any organization; similarly maintenance of discipline is also one of the most important pre-requisite factors for any successful industrial activity. No action can be taken against a delinquent employee except with proper procedure as per principles of natural justice. But handling disciplinary matters and maintaining industrial harmony in the organization is not an easy task. Spending time and money in conducting domestic enquiries can sometimes result in a total waste of exercise with a very small flaw in handling it, consequently vitiating the whole enquiry. This workshop will focus to help the working managers to have clarity on the concept, procedures and processes, relevant legal provisions, case laws and practical prowess in handling disciplinary matters.

Industrial Relations- Yesterday, Today & Tomorrow	Industrial Relations (IR) is much beyond policy making, management decisions or a thousand theories that can be proposed around the subject. Even a global organization has to be mindful of the economic conditions, laws, government policies and external factors pertaining to a particular geography. Veteran HR leaders would be able to easily recall how labour management issues in the past have given them sleepless nights. Industrial relations have always been one of the toughest HR domains to handle. However the industrial landscape has changed drastically in view of the emergence of service and information industries as strong economic drivers. With the increase of level of education and computerizations, militancy of the unions has diluted to some extent, but the need to proactively manage the workforce and channelize their energy into positive direction remains as it is. Handling employee relations situations in a knowledge industry is quite a challenge. Pain of bad industrial relations cannot be relieved by buying a pill on the counter. It needs an experienced and dedicated family doctor. The participants will learn the changing styles of employee relations situations and the skills required to deal with challenging situations in knowledge industries along with traditional manufacturing industry.
Statutory Compliance of Labour Laws	Statutory means "of or related to statutes," or what we normally call laws or regulations. Compliance just means to comply with or adhere to. So statutory compliance means you are following the laws on a given issue. The term is most often used with organizations, which must follow lots of regulations. When they forget or refuse to follow some of those regulations, they are out of statutory compliance. A company that follows all the rules is in statutory compliance. Incidentally, there is not one but a huge number of legislations to comply with. It is not a simple task to understand correctly and implement rightly the provisions of complex laws. It always needs the assistance and guidance from an expert of the subject. The purpose of this workshop is to safeguard the employers/enterprise and the employees from untoward risks / penalties / punishments etc. by explaining in detail the complex provisions of various relevant laws in a simple manner, to be understood and practiced by practicing managers and be on the right side of law. This workshop will cover all the relevant legislations like - Apprentices Act, 1971; Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996 and the Cess Act; Contract Labour (Regulation and Abolition) Act, 1970; Employees' Compensation Act, 1923; Employees Provident Funds and Miscellaneous Provisions Act, 1952; Employees' State Insurance Act, 1948; Employment Exchange (Compulsory Notification of Vacancies) Act, 1959; Equal Remuneration Act, 1976, Factories Act, 1948; Industrial Disputes Act, 1947; Industrial Employment(Standing Orders) Act, 1946; Maternity Benefit Act, 1961; Minimum Wages Act, 1948; Payment of Gratuity Act, 1972; Payment of Wages Act, 1936; Shops and Establishment Act; Welfare Fund, where applicable. The present day legal climate is one of uncertainty and confusion. In most cases, a law comes to light only after its contravention, resulting in severe penalties. Statutory Compliances is a must in keeping you away from the long and harmful arm of the law!

Soft Skills

Programme	Learning Outcomes
Communication & Presentation Skills	Regardless of the size of your organization – whether it's a large corporation, a small company, or even a home-based business – you need good communication skills if you want to succeed. Great speakers aren't born, they are trained. Presenting is a Skill developed through experience and training. By the end of this workshop participants will learn the importance of good communication & presentation skills, how to present, presentation sequence, effective presentation techniques, presentation tips, creating effective visual aids etc.
Powerful Business Writing Skills	More than ever, it's important to know how to communicate your point quickly and professionally. Many people spend a lot of time writing and reading, so the better you are at this form of communication, the more successful you're likely to be. This workshop helps in identifying your audience before you start creating your document. And if you feel that there's too much information to include, create an outline to help organize your thoughts. Learning grammatical and stylistic techniques will also help you write more clearly; and be sure to proof the final document. Like most things, the more you write, the better you're going to be!
Negotiation & Influencing Skills	Negotiation is the process of two individuals or groups reaching joint agreement about differing needs or ideas. Negotiation applies knowledge from the fields of communications, sales, marketing, psychology, sociology, politics, and conflict resolution. Negotiations become an important aspect of business communication when resolving issues. Business negotiations can range from a worker's request for higher pay to discussions of an international business deal. By the end of this workshop the participants will learn definition of negotiation, basic elements of successful negotiation, major influencers, negotiation process, planning for negotiation, objectives for power negotiation, ways to negotiate effectively, and qualities of a good negotiator.
Selling Skills-Win Win Situation	Selling is taking an idea, planting the idea in your customers minds and making them feel they thought of it, but do it ethically and then you can have the piece of cake. For a selling to be "win-win", both parties should feel positive about the negotiation once it's over. This workshop helps the participants how to understand customer needs, design customized proposals to meet customer needs, do the right prospecting, communicating with customers effectively and influencing their buying decisions.

Relationship Strategies/ Interpersonal Relations	Effective human relations skills are crucial to business success as organizations grow and compete in a global business environment. Employees must have the knowledge and skill, to build and sustain buoyant relationships, for adapting to a workplace where change is frequent and inevitable. This workshop delivers key concepts and techniques that maximize participants' ability to converse with his seniors, colleagues, team members effectively at the workplace. Participants will develop the ability to relate to colleagues and customers, inspire others, resolve conflicts, be tactful, understand cultures, and show diplomacy. They will also learn the techniques to build lasting relationships in their personal life.
Enhancing the Effectiveness of Frontline Staff	Engaged employees = happy customers Effective communication with frontline staff is a critical part of good customer service. Effective, two way employee communications are a key factor in ensuring that staff is motivated and highly productive. However, front line staff is often remote from main offices and may experience alienation from business. By the end of this workshop participants will be able to engage frontline staff, keep them motivated and build a culture of high productivity in the office. The program includes several tips for enhancing the effectiveness of frontline staff.
Workplace Ethics	Ethics and behavior are just as important to most companies as performance, high morale and teamwork are. Every business in every industry has certain guidelines to which its employees must adhere, and frequently outline such aspects in employee handbooks. By the end of this workshop the participants will learn the importance of ethics at the workplace, respecting and observing rules of the organization, showing respect and courtesy, collaborating and co-operating, maintaining confidentiality where required, refraining from loose talk and rumor mongering, maintaining high productivity, maintaining positive attitude, proper use and upkeep of office equipments and stationary etc.

General

Programme	Learning Out comes
Health & Safety at Workplace	Occupational safety and health (OSH) is a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. The goals of occupational safety and health programs include to foster a safe and healthy work environment. OSH may also protect co-workers, family members, employers, customers, and many others who might be affected by the workplace environment. Occupational safety and health is also important for moral, legal, and financial reasons. All organizations have a duty of care to ensure that employees and any other person who may be affected by the companies undertaking remain safe at all times. Moral obligations would involve the protection of employee's lives and health. Legal reasons for OSH practices relate to the preventative, punitive and compensatory effects of laws that protect worker's safety and health. OSH can also reduce employee injury and illness related costs, including medical care, sick leave and disability benefit costs. OSH may involve interactions among many subject areas, including occupational hygiene, public health, safety engineering, industrial engineering, chemistry, ergonomics and occupational health psychology. The workshop will cover all the provisions of safety, health and welfare which every employer has to follow.
Corporate Social Responsibility: Making Actionable Business Agenda	Corporate Social Responsibility (CSR, also called corporate conscience, corporate citizenship, social performance, or sustainable responsible business/ responsible business) is a form of corporate self-regulation integrated into a business model. CSR policy functions as a built-in, self-regulating mechanism whereby a business monitors and ensures its active compliance within the spirit of the law, ethical standards, and international norms. CSR is a process with the aim to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders. By the end of this workshop the participants will learn what is corporate social responsibility, potential business benefits, criticisms and concerns, social awareness, CSR initiatives by various companies etc.

Essentials of Corporate Governance: New Norms	Essentials of Corporate Governance workshop is designed with appreciation for demanding professional obligations, with information easy to find and at your fingertips. This workshop includes why corporate governance is important, to put you in a better position to understand its successful implementation for your organization. Essentials of Corporate Governance will challenge your concept of corporate governance and provide you with an understanding of the concept of governance, the competing goals that corporations may have, why there is a call for corporations to be more ethical, the various forms of corporate structure, corporate governance in emerging markets, and corporate governance within nonprofit organizations.
Creativity & Innovation-Thinking Out of the Box	Creativity means bringing into existence an idea that is new to you. Innovation is the practical application of creative ideas. Creative Thinking is an innate talent that you were born with and a set of skills that can be learned, developed, and utilized in daily problem solving. Creative solutions are more than ideas - they must work in the real world. The workshop includes creativity and types of Innovation, stages of innovation, the paradoxical characteristics of creative groups, tools for defining problems and creating new ideas, and creating a creative climate.
Employee Engagement	As organizations globalize and become more dependent on technology in a virtual environment, there is a greater need to connect and engage with employees to provide them with an organizational identity. Engaged employees form an emotional connect with the company, are likely to stay on for longer duration, be an advocate of the company and contribute to customer satisfaction and bottom line business success. There is a significant link between employee engagement and profitability. At the end of the workshop participants will learn the impact of EE on business, drivers of EE, EE index, designing EE strategy, pillars of success, linkages with other management systems etc.