



# CAPSTONE®

Business Simulation Strategy  
Compete. Learn. Execute. Lead

October 18-21, 2011



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## About Capstone Business Simulation

The CAPSTONE® is a laboratory business strategy simulation course involving decisions on all the functional areas of a business enterprise. The participants, as part of a management team, own a business and play the role of its managers and engage in an experience that integrates all functional areas of business. It is a web-based simulation.

The CAPSTONE® was created by CAPSIM® Management Simulations, Inc. USA in 1986. The CAPSTONE® simulation is a world leader in simulation software which is extensively used by managers from several Fortune 500 companies including GE, GM, Microsoft, Goldman Sachs, Boeing, Citibank, AllState Insurance, Motorola, etc. The CAPSTONE® users in India include Wipro, Infosys, TCS, Pepsi, Dell, Microsoft, Genpact, Asian Paints, Nestle, Mahindra & Mahindra, JSW, L&T, Kotak Mahindra Bank, IIMA, IIMB, IIMC, XLRI, etc.

It is used extensively by Business Schools worldwide. IIMA uses this as a credit course in its one year PGPM programme for experienced executives. Now IIMA offers you this experience in association with SansRisk Business Solutions, Hyderabad, who are the franchisees of this software in India.

## How it Runs

In this exercise, the class is divided into competing teams of about 4 to 5 members each setting out their business' financial objectives and coming up with a coherent business strategy which is to be implemented through decisions to be inputted into the system. In this process, they acquire a strategic/holistic mindset towards business. They come to understand entire business process and its nuances in a simple and unforgettable manner.

The simulation is cross-functional. Teams get to run a \$100 million company for 8 'virtual' years. They make decisions relating to inventory / cash / capacity management, R&D, equity / bond / short-term financing, production, sales/promotion, TQM, HR, etc. Teams would compete against each other for Profit, Stock Price, Market Share, ROA, ROE, ROS etc.

## Delivery of the Programme

The programme is web-based. The teams figure out what is happening in the industry including the competition and feed their decisions into the software. At the conclusion of each round, the inputs of all the teams are processed and the results in terms of financial performance and other parameters are given to the participants. A short debriefing is done at the end of each round. Usually two to three hours are needed for each round.

## Duration of the Programme

The programme duration is for three and half days. On the first day, we shall first have a briefing session for about half a day to familiarize the participants on the way the simulation package works. This will be followed by the simulation rounds, which will start on the afternoon of the first day and end on the forenoon of the fourth day, with a debriefing. The programme will conclude by lunch on the fourth day. The participants cannot opt out of any of the rounds.

## Intensity of the Programme

The programme is very intense sometimes stretching to nine or ten hours but the participants get so involved in it that they rarely feel the strain; on the other hand, they find it exhilarating.

## Pedagogy

The programme is basically a "learn by doing" programme. The participants are all the time thinking of their moves and decisions and learn by seeing the results. There would be some conceptual inputs by the faculty to enhance the learning of the participants.

## Faculty

The programme will be delivered by a team consisting of Prof. Dharam Pal, SansRisk Business Solutions and Prof. S. Manikutty, Business Policy and Strategy Area, IIMA.

Mr. Dharam Pal did his education at St. John's College, Agra and JNU, New Delhi. He holds an MBA from University of LaVerne, California, USA. His work experience, about 20 years, has primarily been in banking and e-domain with SBI in India and DBS Bank, Shankar's and Crimson Logic in Singapore.

**Mr. Dharam's** team had topped the Capstone® Business Simulation competition during his MBA program. His team was ranked among Top Ten of Capstone® teams worldwide.

He teaches Strategic Business Management through CAPSIM® Simulations. He works extensively with several clients. Some of them are TCS, Microsoft, Pepsi, Infosys, L&T, Asian Paints, Wipro, Nestle, Mahindra & Mahindra, Oracle, JCB, DELL, Kotak Mahindra, Genpact, Murugappa, IIMA, IIMB and IIMC etc. Mr. Dharam enjoys balancing out a very busy professional life with strong community links through involvement in not-for-profit organizations that can use his skills and enthusiasm. His interests include literature, movies, music, theatre, intricacies of business/financial world...and a bit of golf.

**Prof. S. Manikutty** has specialized in Business Policy and Strategy in his doctorate and teaching. His areas of interest include strategic management and competitive strategy, leadership, global competitiveness of industries, corporate governance and strategies for family businesses. His paper (co-authored with another person) won the award for the best paper on family businesses for 2003 awarded by the Family Firm Institute, Boston, USA. His paper (co-authored) also won an award for the best empirical paper presented at the Annual Conference of the Small Business Institute, Clearwater Beach, Florida, February 11-15, 2004. His book on leadership, *A Quest for the Essence of Leadership: Explorations from Literature*, jointly authored with Sampath P. Singh, published by Macmillan, won the award for the best management book of the year 2010 instituted by Indian Society for Training and Development (ISTD).

He teaches strategy and leadership in IIMA's long duration programmes as well as MDPs. He has been anchoring from IIMA the CAPSTONE® exercise for two years and the PGPX programme for the last three years.

## Venue and Accommodation

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants get full board and air-conditioned single room accommodation on the Institute campus.

## Fee

Rs.80,000/- per participant from SAARC countries including India and US\$ 2,500 for participants from other countries. The fee includes tuition fees, teaching material, room and board expenses.

Kindly note that 10.30% service tax is applicable in addition to the fee. Please note that the programme fee should be received at the MDP Office before the programme commencement date.

Fee for the programme can be paid by Demand Draft, payable at Ahmedabad, India or a pan India cheque payable at par. The cheque or draft should be in favour of **"Indian Institute of Management, Ahmedabad"**.

Fee can also be paid through Electronic Fund Transfer. The details are:

1. For credit to Savings Bank A/c No.032010100040460, IIM, Ahmedabad Axis Bank, Vastrapur Branch (RTGS Code: UTIB0000032)
2. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organization)
3. Purpose of Remittance: CAPSTONE® Business Simulation
4. IIMA Permanent Account Number (PAN): AAAT11247F

Please **DO** inform us the complete transaction details so that we can connect the same.

In case of cancellation, the fee will be refunded only if a request is received at least 15 days prior to the programme commencement date.

## Discount

**Early Bird Discount:** Nominations received with payments on or before September 27, 2011 will be entitled to an early bird discount of 10%. Early submission of fee and nomination does not, however, guarantee acceptance of application.

**Group Discount:** Any organization sponsoring five or more participants to a programme will be entitled to a discount of 10% on total fee payable provided that at least five participants actually attend the programme.

## Income tax Exemption

The Indian Institute of Management, Ahmedabad holds income-tax exemption certificate No. ACIT/TDS Circle/IIM/2010-11/176 dated 23/04/2010 under section 197 of the I.T. Act, 1961, issued by the Assistant Commissioner of Income Tax, TDS Circle, Ahmedabad which is valid up to March 31, 2011. It is expected to be renewed for the current financial year also. Therefore, tax on professional fee paid may not be deducted at source.

## Nominations and Inquiries

Nominations should reach the Manager - MDP latest by October 3, 2011.

Organizational sponsorship is generally required but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness. A formal acceptance letter will be sent to nominees subject to selection and approval by the programme faculty.

For nomination forms and more information, please contact:

### Manager - MDP

Indian Institute of Management

Vastrapur, Ahmedabad 380 015

Phone: 91-79-6632 4071-7, 91-79-6544 9057

Fax: 91-79-2630 0352 (MDP)/2630 6896 (General)

**email:** mdp@iimahd.ernet.in

**website:** www.iimahd.ernet.in/mdp

## Alumni Association

Participants become members of the IIMA Alumni Association on completion of the programme. The alumni enjoy certain benefits with regard to the Institute's publications, facilities, and activities.

## Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting, and research facilities in management.

The Institute conducts the following major programmes:

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives (PGPX, equivalent to MBA)
- Management Development Programmes (MDPs) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport, and population. In the last 50 years, over 47,450 managers have participated in various MDPs
- Faculty Development Programme for teachers in universities and colleges

The institute has about 90 faculty members working in the following management areas and sectors:

**Disciplinary Areas** • Business Policy • Communications • Economics • Finance and Accounting • Marketing • Organizational Behaviour • Personnel and Industrial Relations • Production and Quantitative Methods

**Interdisciplinary Centres And Groups** • Centre for Innovation, Incubation, and Entrepreneurship • Centre for Infrastructure Policy and Regulation • Centre for Management in Agriculture • Centre for Management of Health Services • Centre for Retailing • Computer and Information Systems Group • Faculty Development Centre • Gender Resource Centre • IIMA-Idea Telecom Centre of Excellence • Insurance Research Centre • Public Systems Group • Ravi J. Matthai Centre for Educational Innovation

**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and **International Management Development Centre (IMDC)**, located on the new campus, provide an academic and learning environment for participants of the Management Development Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms, computer lab. The campus is wi-fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, TT, carom, chess, volleyball and cricket). Participants can also take advantage of the Institute's library.



INDIAN INSTITUTE OF MANAGEMENT, VASTRAPUR, AHMEDABAD 380 015 - INDIA

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