



Proposal for

Training and Mentoring of Principals and Vice Principals of  
Schools affiliated to CBSE

*School Leadership for Changing Times*  
*(2020)*

## About Us

Indian Institute of Management (IIM) Amritsar is an institution of National Importance established by Ministry of Human Resource Development, Government of India in 2015. It is the 15th IIM set up by the Ministry of Human Resources Development with the support of the Government of Punjab. After the registration of IIM Amritsar Society on July 27, 2015, the first batch for the class of 2015-17 was enrolled in August 2015. Later, on October 14, 2015, IIM Amritsar Board of Governance and Society was constituted. From December 31, 2017, IIM Amritsar functions as an autonomous Institution established by Indian Institute of Management Act, 2017 (Bill no. 20-C of 2017). First four batches of IIM Amritsar were mentored by IIM Kozhikode, the 5th oldest IIM.

Being located in Amritsar, the land of the Golden Temple and Wagah Border, the institute benefits from the enriching experience offered by this holy city. The Institute is currently operating from the Punjab Institute of Technology Building, five km away from the railway station and 10 km from the airport. The construction of its permanent campus is expected to begin by January 2020.

IIM Amritsar offers a two-year Master of Business Administration (MBA) programme. From the next academic year, Ph.D., Executive MBA, specialized Masters and Post Graduate Certificate programmes will be introduced. These programmes have been designed to provide world-class management education to meet the requirements of organizations across sectors for management professionals. The institute is committed to imparting strong educational foundations and values in thoughts and actions of the future managers. Owing to its indefatigable allegiance to providing exemplary education, IIM Amritsar has established itself as the vanguard of quality education and learning in a short span of time.

The Institute follows the same pedagogy as practiced by the other members of the prestigious IIM fraternity. With the various facilities like state-of-the-art IT-enabled classrooms, a digital library giving access to the most relevant national and international business and management journals, auditorium, student activity room, indoor and outdoor sports facilities, gymnasium, spacious hostel rooms, etc. IIM Amritsar provides a nurturing environment for its students to learn and grow. IIM Amritsar also focuses on creating an entrepreneurial culture, where the students and faculty work together to create best enterprising solutions. To achieve these objectives, IIM Amritsar forges a strong connection with the industry and since its inception, over 100 senior corporate executives from a variety of sectors have interacted with the faculty and students through industry conclaves and CEO speaker series.



## Introduction

Schools are a fundamental unit of any society after one's own family. They have an important responsibility to shape and nurture the young impressionable minds for the future. All around the world, schools, which are a part of larger societies, are undergoing tremendous changes. The schools today are reeling under the pressure to match up their pace with the ever-changing demands being thrust upon by the rapid technological changes, agile intergenerational workforce, diverse school population, and greater accountability along with resources constraints. The path ahead looks complex, uncertain and unclear.

School leaders as pedagogical heads are required to manage the teaching-learning process, establish norms for continuous quality improvement and also create a collaborative learning organization. School leaders also play a vital role in defining the cultural DNA of their school. They have to continually shift their focus from reactive to a more proactive strategic response to the future challenges. The move towards decentralized self-managed school systems; outcome-based education, authentic assessment patterns, standardized curriculum and student-learning outcomes constantly act as accountability parameters.

These disparate crosscurrents pose daunting challenges to theoretical and practical interpretation in many fields of education and constitute an essential agenda for educational change. International, social and technological disruptions require a very transformative and rapid response from the educational community. This requires a forum to exchange ideas, best practices and disseminate research findings in the domain of educational leadership and management.

In this training programme the focus will be on the varied issues that the Principals and the teachers grapple with in the day-to-day functioning of their schools. By establishing and interpreting the nature and scope of educational change, the *School Leadership for Changing Times* will make a significant contribution in meeting this challenge.

## Focus Areas of the Training

**The learning outcomes of the training programmes would explore areas related to-**

- New Educational Policy initiatives and Stakeholders
- Pedagogical Leadership with a focus on outcome-based education
- Leading Teachers towards competency-based education
- Data driven decision-making
- Defining and Managing the Cultural DNA of the school
- Leading and Managing Change at the institutional level
- Effectively managing Human Resource Systems and processes
- Branding and positioning of school
- Managing Innovations through effective project planning and financial management

## Programme Highlights

IIM Amritsar in conjunction with CBSE will host a 4-day programme for Principals and Vice Principals of the CBSE affiliated schools, 4 times a year January, April, August and November 2020. The participation is limited no more than 30 participants per session to promote small group interactions and experiential learning.

### Day 1

#### Stakeholders in a Changing Educational Landscape

**The focus of this day will primarily be on the various policy imperatives by the Indian Government and the other challenges occurring in the domain of education.**

New Educational Policy 2019

Right to Education Act 2009 and its implications

Globalization and its impact on education

Industry 4.0- Big Data, Artificial Intelligence, Machine Learning and Blockchain

Intergenerational workforce- Inclusion and Diversity issues

Digitization and its effect on Learning Styles

### Day 2

#### Pedagogical Leadership with a focus on Outcome-based education

**The focus of this day will primarily be on stressing the importance of pedagogical leadership and effectively managing the talent life cycle**

Leading Teachers towards competency-based education

Effectively managing Human Resource Systems and processes

Value-based recruitment, recognition, and promotions

Issues related to Teacher development

Effective Curriculum Design and Delivery

### Day 3

#### Defining and Managing the Cultural DNA of the school

**The focus of this day will be on helping the participants to understand and define the cultural DNA of their school.**

To build a "Head" to "Heart" Strategy for employee happiness and engagement

Approach to Measure and align school goals and happiness goals

Design growth oriented employee engagement initiatives using the Science of Happiness

How to create high engagement zones at workplace

### Day 4

#### Leading and Managing Change at the institutional level

**The focus of this day will be on the processes of introducing changes at the systemic level and managing the alignment issues for successful implementation at the institutional level.**

Branding and positioning of school

Managing Innovations through effective project planning and financial management

## Training Session Plan

<b>Day 1- Stakeholders in a Changing Educational Landscape</b>	
9:00-9:30 AM	Introduction Welcome message by the Director Brief overview of the Programme
9:30-10:45 AM	Policy Imperatives- NEP 2019, RTE and its Implications
10:45-11:00 AM	Tea Break
11:00-12:15 PM	Challenges in the School in a Volatile Environment
12:15-1:15 PM	Lunch Break
1:15-2:30 PM	Technology and its Effect on Schools 4.0
2:30-3:45 PM	Effective Classroom Management-Trends and Challenges
3:45-4:00 PM	Tea Break

<b>Day 2- Pedagogical Leadership with a focus on outcome-based education</b>	
9:30-10:45 AM	Elements of Successful School Leadership
10:45-11:00 AM	Tea Break
11:00-12:15 PM	Outcome-based Education Process Management
12:15-1:30 PM	Talent Management and Competency development
1:30-2:30 PM	Lunch Break
2:30-3:45 PM	Designing curriculum for 21 <sup>st</sup> Century Skills
3:45-4:00 PM	Tea Break

<b>Day 3- Defining and Managing the Cultural DNA of the school</b>	
9:30-10:45 AM	Cultural DNA for Learning Organizations
10:45-11:00 AM	Tea Break
11:00-12:15 PM	"Head" to "Heart" strategy for Employee Happiness and Engagement
12:15-1:30 PM	Creating and Sustaining Effective Teams
1:30-2:30 PM	Lunch Break
2:30-3:45 PM	Stakeholder Management- Students, Parents, Hubs of Learning (HoL) and Board
3:45-4:00 PM	Tea Break

<b>Day 4-Leading and Managing Change at the institutional Level</b>	
9:30-10:45 AM	Branding and Positioning of your School
10:45-11:00 AM	Tea Break
11:00-12:15 PM	Financial Management and Accountability

12:15-1:30 PM	Effective Project Planning and Implementation
1:30-2:30 PM	Lunch Break
2:30-3:45 PM	Managing Innovations
3:45-4:00 PM	Tea Break
4:00-5:00 PM	Reflections, Learnings and Develop Action Plans
5:00-5:30 PM	Valedictory Session

## Expected Participants Profile

Principals of senior secondary schools (with classes up to XII) affiliated to the state, national or international boards. Individuals with background in managing schools or promoters of schools are also welcomed.

## Training Method and Pedagogy

The training will be:

- Highly practical, experiential, structured and organized.
- Delivered in an enthusiastic and interesting way that will ensure involvement of all the delegates.
- Whilst being consistent with the plan, the training will be flexible and responsive to the needs of the individual delegate group.

The training method follows this general pattern:

1. Pertinent examples with experience sharing sessions
2. Hands-on Practice sessions
3. Live Role-playing, Group Exercises and Case Studies
4. Action Points, reflections and collaborative learning at the end of the day

## Faculty Profile

<http://iimamritsar.ac.in/faculty.php>

## Training Costs / Investment

IIM Amritsar in conjunction with CBSE Board will offer this training 4 times in a year preferably in the months of January, April, August and November 2020 from its campus at Amritsar. The participation is limited to no more than 30 participants per session to promote small group interactions and experiential learning.

## Venue and Accommodation

The Programme will be conducted at the IIM Amritsar Campus and for boarding and lodging of the participants the arrangements will be made at a nearby hotel.

## Programme Fee

The Programme fee for the 4-day training programme “*School Leadership in Changing Times*” is INR 49,000/- (residential) and INR 39,000/- (non-residential) inclusive of 18% GST per person, which includes boarding, lodging in AC rooms, tuition fee, cost of the programme material and to and fro transportation between hotel and campus.

## Programme Dates

IIM Amritsar in conjunction with CBSE Board will offer this training 3 times in a year preferably in the months of April, August and November 2020 from its campus at Amritsar.

The dates for the training are:-

**29<sup>th</sup> April-2<sup>nd</sup> May 2020**

**19<sup>th</sup> August-22<sup>nd</sup> August 2020**

**11<sup>th</sup> November-14<sup>th</sup> November 2020**

## Contact Details

In case of any amendments or changes to be made to this programme, please write to us-  
vartika.dutta@iimamritsar.ac.in

### Faculty Coordinator for the Programme-

**Dr. Vartika Dutta** (PhD, IIT Kharagpur)

Assistant Professor (OB & HR)

Indian Institute of Management, Amritsar,

Punjab Institute of Technology Building,

Inside Government Polytechnic Campus,

Polytechnic Road PO: Chheharta, G.T. Road Amritsar - 143105

Mobile Number -8554013559, 0183-2820013



## IIM Amritsar striving to *Empower Talent*

IIM Amritsar has been growing by leaps and bounds since its inception in 2015. The progress is possible because of the talented students; the efficient professors and rich industry connect. The remarkable climb up the ladder has been possible because of the constant support from the government and industry and we wish to continue a long flourishing relationship in the future.

**Indian Institute of Management Amritsar**

**Punjab Institute of Technology Building, Inside Government  
Polytechnic Campus, Polytechnic Road, Amritsar, Punjab 143105**

[www.iimamritsar.ac.in](http://www.iimamritsar.ac.in)

