



Ahmedabad
University

CTIER CENTRE FOR
TECHNOLOGY, INNOVATION
AND ECONOMIC RESEARCH



Transforming **R&D** in Indian Firms

An Executive Programme

Good management practices have the potential to play an important role in enhancing the level of R&D spending undertaken by firms. Building capabilities of future R&D leaders in India will help complement the R&D spending by industry, leading to an increase in innovation output for firms and in turn the overall economy.

The 'Transforming R&D in Indian Firms' is an online learning programme designed for individuals considering a career as future R&D heads. The programme aims to train future leaders to deal with various technical and management challenges that are likely to come their way, and also enhance the quality of R&D expenditure their organisations undertake.

PROGRAMME

KEY BENEFITS

- Become future ready for technology and innovation related challenges
- Learn key management lessons with applications in day to day working
- Get familiar with multiple roles played by an R&D manager
- Learn to build credibility and trust with internal and external customers
- Enable frictionless collaboration with other functional areas
- Learn to fit technology into corporate strategy
- Learn to be proactive, receptive and responsive to changing technology needs
- Benchmark against and learn from best practises in R&D
- Improve firm level productivity and performance through better R&D Management



Industry project presentation

CHALLENGES

What are the challenges an R&D leader is likely to face?

- Credibility & Trust
- Operational Bottlenecks/Functional Silos
- Identifying and Retaining Talent
- Uncertain Demand for Innovation
- Managing Multiple R&D Projects
- Embracing and Tackling Risk and Uncertainty in Innovation
- Commercialisation of R&D
- Balancing between Exploitation and Exploration
- Coordinating R&D and Firm Strategy

SKILLS

What are the skills that an R&D leader would need?

- Catalysing Ideation
- Understanding Business Needs and Strategy
- Collaboration & Compromise
- Speaking the Language of Senior Management
- Marketing R&D
- Understanding Market Dynamics and competitive Environment
- Proactive Financial & IP Management
- Keeping a Track of Future Trends
- Agility and Adaptability
- Communication

ROLES

What are the roles an R&D leader is likely to play?

- Manager
- Entrepreneur
- Team Player
- Innovation Portfolio Manager

FEATURES

Opportunities for
Cross Learning
from a **Cohort From**
Diverse Sectors



See how **R&D Intensive**
Companies innovate
through **Industrial Visits**

Benchmark the
R&D capabilities
of your Firm



Gain **Insights** from
Industry Experts
Through **Special Sessions**

Project Component to Transform your **R&D**

■ Course Structure

The programme will include case studies and interactive learning sessions with leading academics as well as industry experts. The programme will cover 14 core modules, **individual projects**, a **benchmarking** exercise, **industrial visits**, and **special sessions with industry speakers** and other experts. These special sessions with industry speakers and experts is a unique offering that will help participants get real-world insights from experts and practitioners. The session shall provide multi-industry insights on the latest trends in Indian and global business, and the applications thereof.

■ Who is the programme for?

- Senior and mid-level R&D professionals looking to lead R&D teams in the future, wishing to enhance their people and project management skills
- Mid-level managers, having some technical or design orientation and looking to transition into a more technical role to lead R&D teams in the future
- Current R&D heads and their direct reportees
- Organisations willing to train their employees in R&D and Innovation Management can nominate their choice of employees for this programme

■ Duration of the programme

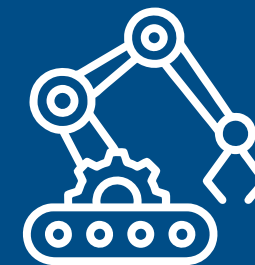
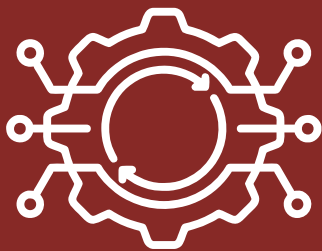
The Transforming R&D in Indian Firms programme will be delivered over 3 months including an in-person immersion followed by online sessions on Saturdays and project work period.

■ Programme Fee

The programme fee is INR 2,40,000 + GST per participant. For organisations who are sponsoring more than one participant, the fee is INR 3,80,000 + GST for every two participants. The industry speaker sessions and other special sessions will be open for the wider R&D teams of the organisation. The fee includes tuition fees, all reading material, case studies and select books, accommodation during in-person residency and all meals during in-person residency .

■ Course Modules

- **Inaugural Session:** Role of R&D in India's future and the role of industry in India's future
- **Making R&D matter to the firm:** Importance of R&D in a firm's strategy. Focused discussion with participants on their firms' current practices and R&D strategy. The importance of effectively communicating this strategy to the board will also be discussed.
- **Link between Technology and Corporate Strategy:** How R&D activities can be better aligned with corporate strategy to achieve organisational objectives. To understand how technology & corporate strategy drive each other.
- **Building Innovation Capability:** Encouraging creativity at the organisation level and building and sustaining innovation-related capabilities for current and future strategies. What are barriers to innovation in organisations? Integrating innovation capabilities with different functional departments and people. This session will also cover mechanisms of managing explicit and implicit knowledge for sustaining innovation in the future.
- **Leadership & Communication:** Developing the individual as a technology leader, the importance of systems thinking and developing a view of the future as part of the R&D strategy. The leader will develop a culture and systems that encourage people to take risk and embrace failure. Focus on effective ways of communicating the importance of the R&D strategy to the board, internal stakeholders and the external stakeholders to get support for implementation.
- **Market and Building the R&D portfolio:** Understanding market dynamics and competitive environment and the importance of building an R&D portfolio.
Introduction to Design Thinking tools and techniques and develop systematic processes for sustaining innovation.
Product planning from a strategic perspective and the importance of assessing product-market fit. It also covers how to commercialise R&D Outcomes.
- **Managing R&D Finances (Managing R&D as a corporate asset):** Introduction to portfolio management tools and decision matrices to optimise R&D investment portfolio.
Understanding basic metrics of accounting and financial planning.
Financial quantification of the R&D investment and analyse the cost of the project vs the benefit derived from it.
Compliance and accountability for R&D finances.
- **Developing winning products:** How innovation happens in firms, the role of design and how to develop a winning product.
- **Linking R&D, Design & Manufacturing:** How to move R&D from the lab and into the shop floor?
- **Developing the product: collaborating within and outside:** Overcoming operational bottlenecks and functional silos. Understanding and developing external networks to undertake collaborative research. Highlight the importance and the benefits of collaborating with academic institutions and other organisations - industry-academia collaborations lead to new products and services. The session will also cover how these collaborations can create a win-win situation for the various partners and how the collaborations can be formalised through contract management.
- **IP Management:** Basics of intellectual property rights and its importance in R&D Management. The mechanisms of sourcing IP for research and innovation will also be covered. Practical aspects of IP creation and protection, managing technology transfer and mechanism of managing IP effectively will be covered. The session will also cover the legal aspects of technology transfer (inward/outward).
- **R&D Project Management:** This session focuses on effort estimation for short term and long term projects. It also covers issues related to coordinating with various collaborators and partners for timely execution of projects. This session focuses on maintaining the project budget, and how to manage risk and uncertainty related to projects.



- **Building an effective R&D team:** Importance of developing an effective R&D team, how to identify, develop and retain top talent and evaluating and developing future leaders. This session will focus on managing conflicts in teams, creating an environment where people can take risks of innovating and learn from their failures.
- **Critical Thinking and Effective Decision Making:** Importance of establishing trust and credibility among different stakeholders and importance of critical thinking and communication. How to use critical thinking and data for decision making and tools to mitigate cognitive biases to improve long term decision-making.
- **Communications:** Public understanding of Science and R&D in the organisation and outside. This session will cover the importance of communication in managing the team. It will highlight the importance of understanding a nudge and how effective communication can help in motivating and managing people.

■ Faculty from Previous Batch

RAKESH BASANT

Former Professor
IIM Ahmedabad

RAMESH BHAT

Vice-Chancellor and Provost,
Management Education, NMIMS
Former Professor,
IIM Ahmedabad

DEEPTI BHATNAGAR

Former Professor
IIM Ahmedabad

PANKAJ CHANDRA

Professor of Operations & Technology
Management and Vice Chancellor,
Ahmedabad University

AMIT BISWAS

R&D Management Expert
Pharma & Polymer
Technology Advisor
Master Black Belt - QbD
Former Executive Vice President,
Dr Reddy's Laboratories

NAUSHAD FORBES

Past President, CII
Co-Chairman,
Forbes Marshall
Chairman, CTIER Member,
Board of Governors, Ahmedabad
University

ARAVIND CHINCHURE

Founder & CEO, Qleap Academy
Former Chair Professor of
Innovation
& Entrepreneurship, Symbiosis
International University

GOPICHAND KATRAGADDA

Founder & Chief Executive Officer
Myelin Foundry
Former group CTO,
Tata Sons

A. P. ASHWIN KUMAR

Senior Fellow,
Centre for Learning Futures
Ahmedabad University

RAVI MIGLANI

Professor of Practice of
Management, Director,
GEMBA Programme
Ahmedabad University

S RAGHUNATH

Professor of Strategy & Chair
Centre for Corporate Governance
& Citizenship, IIM Bangalore

ABRAR ALI SAIYED

Assistant Professor,
Ozyegin University

FENIL SHAH

Associate Professor & Director
Ahmedabad Design Lab
Ahmedabad University

RAKESH GODHWANI

Chairman, School of Meaningful
Experiences Adjunct Professor of
Communication for Leaders and
Business Communication
IIM Bangalore

■ Programme Coordinators

PANKAJ CHANDRA

Professor of Operations & Technology
Management and Vice Chancellor,
Ahmedabad University

RAKESH BASANT

Former Professor, IIM Ahmedabad

NAUSHAD FORBES

Past President, CII Co-Chairman,
Forbes Marshall Chairman, CTIER
Member, Board of Governors,
Ahmedabad University

■ Certificate

Successful participants of the programme will be awarded with a certificate of completion signed by Ahmedabad University and CTIER.

TESTIMONIALS

“ I am happy to be part of the first batch of the Transforming R&D in Indian Firms. I think it is a wonderful way to bridge academics and institutions with our industries. The course is remarkably good and it can create history, I believe so. ”

DR. KANCHAN NAUTIYAL
GROUP HEAD

ANALYTICAL DEVELOPMENT
PIDLITE INDUSTRIES

“ As far as the Programme is concerned, it was a fantastic journey from February to July 2022. The design of the programme is wonderfully covered. Crucial topics related to R&D, like Innovation Market Research and Portfolio Management were covered. Overall, it was a good journey and I am thankful to all the faculties who have delivered the lectures so far. It will definitely be helpful to implement the learnings in my work in the future. ”

DHARMESH DESAI
GROUP HEAD

TECHNICAL SERVICES
PIDLITE INDUSTRIES

“ It was very interesting to hear about all these participating companies at different stages in their journey. We should measure R&D as a percentage of value-added and if we have a very good matrix for the values of return on R&D, then surely we will spend much more on R&D. Spending this money wisely has huge returns, and a lot of it is related to interactions. There has to be a lot of interaction with the business as well as the freedom to engage with your own ideas. I would like to engage more people in this course. Promoting R&D throughout India and doing it correctly is an excellent idea. ”

NADIR B. GODREJ
MANAGING DIRECTOR
GODREJ INDUSTRIES LTD
CHAIRMAN
GODREJ AGROVET LTD

“ Excellent presentations. I was personally fascinated as I got to see a multiplicity of approaches. A vision was created from the presentations. The nuances from one model can be useful for someone else. It can be a great tool for companies. Governance in R&D is a key issue. It needs to go a level up at the board level, as it is a hygiene factor and must have in the company. ”

R. MUKUNDAN
MANAGING DIRECTOR AND CEO
TATA CHEMICALSLIMITED

TESTIMONIALS

“ Things which are unique to the programme include the cohort. The cohort we have here is multidisciplinary. We have people from different industries which gives you a good idea about innovation. Secondly, the course gives you a structured approach towards innovation and R&D management. Your perspective on products changes based on this approach. ”

BALAJI LENIN
RANE BRAKE LINING

“ This programme has changed my thought process about projects now. Being an R&D professional, it is important to understand the patent process and the different trends coming up in the market. The patent topic in the programme was thus very important and will help us build patent capabilities in our company. ”

ASHWAT POOJARY
PIDILITE

“ This programme has been an eye opener and an enriching experience. Many industry leaders and professors shared their experience and showed us a different side to many concepts in R&D and innovation. ”

SWAPNIL MALGAONKAR
BLUE STAR

“ This course is for professionals like me who work in R&D. The best part of this programme is that we got an overall view of the entire R&D function and the different aspects of R&D. The course gave us a very good idea of how we should upgrade our product development process. ”

ANUP ACHALERE
FORBES MARSHALL

“ This programme has helped a lot in terms of R&D portfolio standardisation at our organisation. This will definitely help us in innovating products with a futuristic approach and will be a gamechanger for me and my team. ”

MANISH BEGAD
BLUE STAR



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ABOUT AHMEDABAD UNIVERSITY

Ahmedabad University is dedicated to rigorous academic pursuit with a focus on building inquiry as a value through interdisciplinary learning. The University promotes an environment where students, working professionals, researchers and scholars explore resolution of complex problems with the faculty through hands-on approach rooted in data and discourse. Often, this learning process is mediated by projects, field work and a belief that good theory leads to good practice.

Ahmedabad University, located in India's first UNESCO World Heritage City, offers programmes across its four schools and four centres at bachelors, masters, and doctoral levels. Established in 2009 by the Ahmedabad Education Society, an 83 years old foundation, the University comprises eminent founders, a congregation of inspiring leaders, engaging scholars, industry experts and a talented pool of highly motivated faculty members.

www.ahduni.edu.in

Registration

For details regarding the registration process please refer to www.ctier.org or www.ahduni.edu.in
<https://bit.ly/3DnYGjb>

For Admission Inquiry Contact:

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ABOUT CTIER

The Centre for Technology Innovation and Economic Research (CTIER), based in Pune, has been incorporated under Section 8 of the Companies Act, 2013 in India. CTIER is completely autonomous and works with some of India's leading industry and academic experts in the field of innovation and technology policy. It aims to facilitate high quality economic research, provide a platform to inform policy and impact higher education in India.

CTIER has been contributing towards improving the timeliness and quality of R&D and innovation data, assessing the impact of policy measures introduced to promote R&D and identifying ways to create systemic change in India's innovation system. The Centre intends to raise the level of debate and awareness amongst policy makers, industry and students about the essential role of technical capability in economic development, and how it is best fostered. Please visit www.ctier.org for further information.

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