



# IIM

भारतीय प्रबंध संस्थान विशाखपट्टणम  
Indian Institute of Management Visakhapatnam

Knowledge Partners



## EXECUTIVE POST-GRADUATE DIPLOMA PROGRAM IN MANAGEMENT

### EPGDPM - 2026

*A Modular MBA Program designed for the  
Defence Sector Officers*

(with provision for MBA Degree upgradation)



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## 1. About THE PROGRAM

The one-year Executive Post-Graduate Diploma Program in Management (EPGDPM) program is specifically crafted for the officers and executives in the defence production sector. Under the guidance of DDP-MoD and in knowledge-partnership with HAL Management Academy, BEL Academy for Excellence (Nalanda) and the NADP, the Program is designed to develop the leadership and management acumen in the participants, necessary for fostering innovation and securing a strategic edge in the domain of defence production.

- (a) The Program is offered in a blended (hybrid) mode so that participants can continue to work at their respective locations without any dislocation in their work schedules and office routines. The on-campus (physical) and online (virtual) components of the program constitute approx. 50% each of the Program duration.
- (b) The Program is content-rich and practice-based. It is of high quality, in rigor and relevance. It is designed innovatively with a focus on participant-centered learning.
- (c) The Program strengthens the endeavor of the defense-production enterprises in emerging as dynamic "learning organizations" and in leveraging their managerial workforce better, towards fostering strategic capability-development; sustainable growth, and environmental stewardship. This initiative propels them towards embracing a corporate mindset, enhancing competitiveness, exploring new markets for exports, and positioning themselves as key contributors to the country's advancement as a developed nation with the culmination of the Amrit Kaal.

## 2. Aims and Expected OUTCOMES

- (a) The Program aims to enhance the strategic and leadership capabilities of defence sector professionals, towards equipping them to address contemporary challenges with innovative solutions. The following are the salient features:
  - Strategic Acumen: Strengthening in the participants, critical management strategies to deftly handle the unique demands of the defence sector.
  - Leadership Skills: Developing in the participants, thought-leadership qualities required for improving operational efficiency and driving organizational growth.
  - Innovative Approach: Instilling in the participants, an innovative mindset for effective problem-solving, creative/out-of-box thinking and informed decision-making.
  - Professional Advancement: Encouraging in the participants, professional development, marked by dedication, commitment to excellence and team spirit.
  - Collaborative Network: Creating with each successive cohort of participants, a vibrant network of professionals across the defence sector to facilitate exchange of constructive ideas, sharing of valuable experiences and industry best practices.
  - Change Makers: Preparing the participants as future leaders to act as catalysts for positive change, guiding their organizations towards technological innovation and market leadership.
- (b) Thus, it is envisaged that as a positive outcome, the Program will mould the participants as competent managers and capable leaders endowed with business insight and strategic foresight to shape and contribute to a more vibrant, dynamic and Atmanirbhar defence industry.





### 3. Program

## COURSES & STRUCTURE

**T**he one-year **EPGDPM** for the defence sector officers/executives begins with core courses (“width courses”) in Term-1, laying a strong foundational base of knowledge. By the end of the Term-1, participants are expected to choose a specialization, either in Strategic Management or in Production & Operations Management. This provides for a curated learning and knowledge-gaining experience in the subsequent Terms of the Program, where elective courses (“depth courses”) are to be selected by the participants to deepen their expertise in their chosen major. Additionally, the Program offers flexibility with “open electives” from diverse business areas, facilitating participants to acquire a more well-rounded skill-set, of use across the business functions of defence industry enterprises.

## A. Term-1: 130 Hours (13 Credits)

03 courses of 20 hours (2 credits) each	=	60 Hrs (06 Credits)
03 courses of 10 hours (1 credit) each	=	30 Hrs (03 Credits)
Workshop-1 (on-campus)	=	20 Hrs (02 Credits)
Workshop-2 (online)	=	10 Hrs (01 Credit)
Field/Industry Exposure Visits	=	10 Hrs (01 Credit)

Sl. No.	Course/ Topic (Curated to Defense Production Sector)	Course Category	Hours, Credits
1	Business Statistics and Optimisation Techniques	Core	(20 Hours, 2 Credits)
2	Financial Management and Accounting	Core	(20 Hours, 2 Credits)
3	Managerial Economics and Public Policy	Core	(20 Hours, 2 Credits)
4	Competition & Strategy	Core	(10 Hours, 1 Credit)
5	Future Wars, Emerging Technologies & Dynamics of Defense Industry-National & Global	Core	(10 Hours, 1 Credit)
6	Marketing Management	Core	(10 Hours, 1 Credit)

**Campus Immersion-1:** (At the beginning of the Program)  
Location: IIM Visakhapatnam

Two Weeks | 60 Hrs.

### Workshop-1: (On IIMV Campus)

- Business Analytics [Data-Driven Decision Making with Analytics and Visualization]:
  - This is a Workshop course on advanced data analytics and visualization, using tools like Excel, Tableau, Power-BI and open-source software like R/Python.
  - This helps participants analyse data & create dashboards for informed decision making.

20 Hours | 2 Credits

### Workshop-2: (Online)

- Managerial Communication [Case Study Development & Business Story Telling]

10 Hours | 1 Credit

### Field/Industry Exposure Visits:

- Location: In & around Visakhapatnam
- Participants will be taken on exposure visits to public sector and private sector defence production establishments, defence research labs, end-user enterprises for immersive experience and interaction with key stakeholders in organisations; e.g. HSL, NSTL, Eastern Naval Command, Geomarine Dynamics, L&T, Avantel, etc.

10 Hours | 1 Credit

## B. Term-2: 120 Hours (12 Credits)

02 Core courses of 20 hours (2 credits) each	=	40 Hrs (04 Credits)
02 Core courses of 15 hours (1.5 credits) each	=	30 Hrs (03 Credits)
01 Core course	=	10 Hrs (01 Credit)
01 Elective course	=	10 Hrs (01 Credit)
Workshop-3	=	10 Hrs (01 Credit)
Field/Industry Exposure Visits	=	20 Hrs (02 Credits)

Sl. No.	Course/ Topic (Curated to Defense Production Sector)	Course Category	Hours, Credits
1	Operations Management	Core	(20 Hours, 2 Credits)
2	Organisational Behaviour, Human Resource Management, and Business Ethics	Core	(20 Hours, 2 Credits)
3	Technology Management and Defense Innovation Ecosystem [Responsibility of HMA & BAE (Or) NADP]	Core	(15 Hours, 1.5 Credits)
4	System Modelling & Reliability Engineering for Defense Systems [Responsibility of HMA & BAE (Or) NADP]	Core	(15 Hours, 1.5 Credits)
5	Management of Information Systems	Core	(10 Hours, 1 Credit)
6	Elective -1	Elective: Major(#)	(10 Hours, 1 Credit)

(#) **Major Elective:** One Area from the following to be identified by the participants by the end of the first term. "Major" is the discipline in which the participant would like to specialize and pursue courses:

- Strategic Management
- Production & Operations Management

**Open Electives:** Electives from one or more of the following Areas:

- Organizational Behaviour and Human Resources Management
- Marketing Management
- Finance & Accounting
- Decision Sciences & Information Systems

### Campus Immersion-2:

- Location
  - o **Bengaluru:** Collaboratively by HAL Management Academy (HMA) and BEL Academy for Excellence - **1 week**
  - and
  - o **Nagpur:** National Academy of Defence Production (NADP) - **1 week**

Two Weeks | 60 Hrs.

### Workshop-3: Design Thinking & New Product Development

- In the 'Design Thinking & New Product Development' workshop, participants will engage in a dynamic learning experience that emphasizes innovation and creativity. This hands-on workshop will introduce the principles of design thinking, a user-centric approach to problem-solving that encourages out-of-the-box thinking. Attendees will apply these methods to develop new products, focusing on the iterative process of ideating, prototyping, and testing. This practical application of design thinking aims to foster an entrepreneurial mindset and equip participants with the skills to drive innovation in the defence production sector.

10 Hours | 1 Credit

### Field/Exposure Visits (In and around Bengaluru or Nagpur)

- Participants will be taken on exposure visits to public sector and private sector defence production establishments, defence research labs, end-user enterprises for immersive experience and interaction with key stakeholders in these organisations; e.g., HAL, BEL, DRDO Labs, Honeywell (in and around Bangalore, facilitated by HMA / BAE) and similarly in and around Nagpur, facilitated by NADP.

20 Hours | 2 Credits

### C. Term-3: 150 Hours (15 Credits)

01 Elective course	=	20 Hrs (02 Credits)
03 Elective courses of 10 hours (1 credit) each	=	30 Hrs (03 Credits)
01 Workshop-4 (New Delhi)	=	10 Hrs (01 Credit)
01 International Immersion	=	60 Hrs (06 Credits)
01 Capstone Project	=	30 Hrs (03 Credits)

Sl. No.	Course/ Topic (Curated to Defense Production Sector)	Course Category	Hours, Credits
1	Elective - 2	Elective: Major	(20 Hours, 2 Credits)
2	Elective - 3	Elective: Major	(10 Hours, 1 Credit)
3	Elective - 4	Elective: Open	(10 Hours, 1 Credit)
4	Elective - 5	Elective: Open	(10 Hours, 1 Credit)

#### International Immersion (Campus Immersion-3):

- o Tentative Partnering Institute: ESCP Business School (EBS), Paris, France.
- o Industry/Academia Inputs at ESCP: 30 Hrs (3 Credits)
- o Exposure visits (30 Hrs: 3 Credits) to leading French defence manufactures.
- o The possible topics covered [through industry/academia inputs and/or exposure visits] during the international immersion would be: (a) An overview of defence policies in the EU and France; (b) The NATO and its main features of cooperation; (c) The EU, its history and areas of defence cooperation; (d) Dynamics of the global defence industry; (e) Planning & implementing strategies for advanced defence manufacturing; (f) Emerging trends in defence manufacturing; (g) Strategic technology management in defence; (h) Defence-industry innovation labs and incubators; (i) Defence project management; (j) Supply chain and risk management in defence projects.
- o Alternate Immersion Plan: Should a visit to ESCP Business School not materialize, alternative international destinations will be considered for similar experience, as deemed fit by the Academic Council of the Institute.
- o Online Contingency: If the international immersion does not materialize at all for any reason, curated, equivalent online learning experiences will be offered as deemed fit by the Academic Council of the Institute.
- o Credit Completion Requirement: Participants unable to attend the immersion (for any reason) should complete an equivalent of 6 credits online, as mandated by the Academic Council of the Institute.

60  
Hrs | 6  
Credits

#### Workshop-4: Strategic Defence Leadership Summit at New Delhi

- o The workshop at New Delhi, with talks and interactive sessions with the top leadership from the DDP-MoD, Armed (Defence) Forces, DRDO and Specialized-Subject Matter Experts, will focus on "Collaborative Pathways for Indigenization, Innovation and Security" and "Frontiers of Defence Production: Navigating New Horizons in the light of Geo-political Realities".

10  
Hours | 1  
Credit

#### Capstone Project

- o A project (dissertation) will need to be submitted by each participant, individually. Even if two or more participants are from the same organization, they need to take up individual projects.
- o The project would be carried out at the respective organizations of the participants, under the joint guidance of a faculty member (IIMV) and an external expert. Such expert could be from the industry, NADP or respective defence enterprises.
- o The project taken up shall be of practical relevance and importance with potential for implementation. It is essential that the topic/theme is identified by the participants in consultation with their respective companies (employers) and their clearance obtained.

30  
Hours | 3  
Credits

## D. Distribution of Program Contact-Hours

Item	Pedagogy	Term-1 Hours	Term-2 Hours	Term-3 Hours	Total Hours
On-site Hours (Physical Sessions)	Teaching	30 (IIMV)	30 [(HMA & BAE);NADP]	30 (ESCP)	090
	Workshop	20 (IIMV)	10 [(HMA & BAE);NADP]	10 (New Delhi)	040
	Field Visits	10 (Vizag)	20 (Bangalore & Nagpur)	30 (Paris)	060
	Sub-Total	60	60	70	190

Online Hours (Virtual Sessions)	Teaching	60	60	50	170
	Workshop	10	00	00	010
	Capstone Project	00	00	30	030
	Sub-Total	70	60	80	210

	Grand Total	130	120	150	400
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Item		Term-1 Hours	Term-2 Hours	Term-3 Hours	Total Hours
Course Work	Core Courses	90	80	00	170
	Elective Courses	00	10	50	060
Workshop (on Campus)		20	10	10	040
Workshop (Online)		10	00	00	010
Field/ Exposure Visits		10	20	30 (ESCP)	060
Capstone Project		00	00	30	030
International Immersion (ESCP, Paris)		00	00	30 Acad. Inputs@ESCP	030
Total		130	120	150	400

Location		Term-1 Hours	Term-2 Hours	Term-3 Hours	Total Hours
"Campus" Immersion	IIM Visakhapatnam	60	00	00	060
	HMA & BAE, Bengaluru & NADP Nagpur	00	60	00	060
	ESCP Paris, France	00	00	60	060
	New Delhi Workshop	00	00	10	010
	Total	60	60	70	190

### Note

- Note: Program design and delivery subject to fine-tuning in accordance with the experience-gained and/or suggestions (if any) of the DDP.
- List of electives from Major and Open categories are listed in the Annexure-1.



## E. Faculty

- Courses, based on their nature, will be taught (in full or part) by experienced IIMV faculty or visiting faculty, who could be policy makers, industry experts and/or professionals/practitioners with deep domain-knowledge.
- Highly specialized, defense-industry specific courses may be offered by domain experts, e.g., from the NADP, DPSUs, DRDO, etc.
- Courses can also be co-taught. The broad aim of co-teaching is to bring a multi-disciplinary perspective to the subject.
- Visiting faculty could teach on-line and/or on-campus.

## F. Courseware

A combination of textbooks, case studies and other learning material (in physical or e-form as deemed appropriate by the faculty concerned) will be provided to the participants, as a part of the program fee. Courseware carries Intellectual Property Rights and hence cannot be copied or used for any purpose or in any manner other than as required in the program. Case studies developed by DPSUs will be used, as feasible and permissible.

## G. Pedagogy

- The teaching approach will be conducive to participative and interactive learning, duly leveraging the advantages of digital mode of delivery. The pedagogy followed will be tuned to experiential learning, involving, besides class-room discussions, one or more components such as role plays, tutorials, workshops, team projects, case studies and analyses, simulation games, industry-expert interaction, management games, etc.
- The program promotes/facilitates peer-learning, exploration of creative approaches to problem-solving, cross-fertilization of constructive ideas, and innovative mindset.
- Participants will be encouraged to attend the MSME Conclaves focusing on Defense Sector, during the Program.

## H. Intellectual Property Rights

Intellectual Property Rights stand vested in IIM Visakhapatnam for the program designed, developed, and delivered by its faculty, and/or by speakers and resource persons engaged by it, in entirety, in all its constituent components. Similarly, the rights for the content owned/developed by HMA/BAE-Nalanda and NADP stand vested in the respective organizations.



## 4. Program GOVERNANCE

- a. The governance of the Executive Post-Graduate Diploma in Management Program for the officers/executives of the defense production sector will be overseen by a dedicated committee, the "Executive Post-Graduate Diploma in Management or EPGDM" Program Committee. This body will function under the aegis of the Program Ordinances as per the IIM Act, 2017, approved by the IIM Visakhapatnam Board of Governors.
- b. A senior faculty member from IIM Visakhapatnam will chair the Program Committee, with a cohort of faculty and industry experts aiding the program's operation.
- c. An Advisory Committee, with leadership from the DPSUs, NADP, and the MoD as Members, will provide strategic guidance to the Program Committee, ensuring the program's alignment with sector-specific needs as regards relevance and rigor.
- d. One Member each from HMA, BAE-Nalanda and NADP will be invitees to the Program Committee.
- e. Participants will receive a comprehensive handbook detailing program information and guidelines, in advance of the commencement of the Program.



## 5. Admission

### ELIGIBILITY & SELECTION PROCESS

Admission to the Program shall involve the following steps for all interested applicants, whether sponsored or self-financing:

(a) **Application Submission**

Applicants should complete an online application form which will be available on the IIMV website. The application shall capture the following data:

i. Basic Criteria

1. Being on the regular rolls (full-time employment) of DDP (MoD-Gol), DPSUs, or private defence sector enterprises.
2. Possessing a recognized bachelor's degree with at least 50% marks or equivalent CGPA.
3. Having a minimum total of five years of full-time work experience after graduation (including and prior to their current jobs) at the officer/executive level (or above) as on the closing date of application. Experience in part-time, clerical, and apprenticeship roles will not be counted.
4. Possessing a minimum of 15 years of service left at the time of applying.

ii. Statement of Purpose (SoP)

The SoP (not exceeding 1000 words) to be submitted by the applicants shall detail their interest in the program, and the anticipated benefits for themselves and their organizations.

(b) **Selection Process**

- i. Candidates will first be shortlisted based on their meeting the basic eligibility criteria.
- ii. Thereafter, shortlisted applicants will be invited to participate in an ONLINE selection process, which will include the following components:
  1. Online Aptitude Test: Administered by a reputed third-party provider, this objective test will assess skills such as Verbal Ability & Reading Comprehension (VARC); Data Interpretation & Logical Reasoning (DILR) and Quantitative Aptitude (QA). This will be an objective type test, typically of 90 minutes, with 90 questions, each with 1 mark. The test will have no negative marking.
  2. Online Personal Interview: All candidates who take the Aptitude Test will be invited to appear online, for a personal interaction with an expert panel.

(c) **Final Selection**

- i. A merit list will be prepared, based on a combination of:
  1. Score in Online Aptitude Test
  2. Score in the Personal Interview
  3. Score in the SoP.
- ii. The weights for each component of the selection process, and consideration of any other parameter and its weight will be decided by the Academic Council of IIMV.
- iii. IIMV will additionally factor into the selection process, any other criteria that the DDP (MoD) may suggest.
- iv. The final merit list will be forwarded to the DDP (MoD) for its decision.
- v. It is the recommendation of IIMV that those candidates who are not able to secure sponsorship from DDP (MoD), if any, or sponsorship from their organizations, may be allowed to join the program on self-sponsorship.

- (d) There shall be no waiver of any of the above criteria, irrespective of the grounds thereof, for admission to the program.

**Note:** If a candidate fails to participate in any stage of the selection process, he/she will no longer be considered for Selection to the EPGDPM program at IIM Visakhapatnam.

## 6. Minimum INTAKE ENVISAGED



Important Notes: It is considered that a batch size of 80 will facilitate the offer of a bouquet of electives to be chosen by the participants. There will be no limit/ceiling on the number of enrolments and hence it is deemed that the aspect of category-wise reservations is implicitly addressed.

## 7. Benefits to Graduates from the Program (ALUMNI) – “PROGRAM PLUS”

As a unique value proposition forming part of the commitment to the ongoing professional growth of participants even after they graduate from the program, IIMV will offer a suite of benefits. These, as follows, extend beyond their completing the program and serve the purpose of continued learning and development:

- **Quarterly Defence Sector Panels/ Keynote Sessions:** Engage in discussions about the latest opportunities and challenges in the defence sector and gain insights from distinguished lectures on emerging technologies and strategic developments in the defence sector.
- **Subsidised Certificate Programs:** Enjoy access to advanced and specialised certificate programs offered by IIMV at reduced rates.
- **Faculty Guidance:** Connect with IIMV/NADP faculty for mentorship in various management areas through an active “Alumni-Community” page.
- **Library Access:** Continue to access library resources remotely via Virtual Private Network (VPN), subject to respective IPR provisions and accessibility guidelines.
- **Alumni Identity & Email:** Maintain alumni identity card and domain Email ID, for life.
- **IIMV Publications:** Receive monthly updates from IIM(V)ibes, the quarterly IIMV newsletter.
- **Exclusive Invitations:** Get special invites to important talks, workshops, conferences, and seminars to expand professional and social circles, with discounts on such premium events.
- **Speaking Opportunities:** Share expertise as a guest speaker at IIMV events.
- **Executive Alumni Club Membership:** Join the Club and network with peers through the dedicated LinkedIn group.
- **Alumni Portal Access:** Stay connected through the IIMV Alumni Portal.
- **Industry-Specific Alumni Conferences:** Participate in the 'Alumni Round Table Conference' series during placement seasons to engage with students.
- **Mentorship Series:** Contribute to the 'Know it from Alum' series by training and mentoring students in the area of expertise.
- **Student Interaction:** Volunteer for the 'Students Alumni Interaction' program to give lectures and share insights from professional journey.





## 8. Academia-Industry COLLABORATION INITIATIVES

To foster the creation of new knowledge and academic inquiry in the defence sector, IIMV will explore collaboration with the functionaries of NADP/DPSUs/private defence industry to develop case studies, white papers, and research articles. This initiative aims to cultivate an exchange of intellectual capital and innovative ideas between the defence industry and academia, with the vision of establishing, in due course, a Centre of Excellence in Defence Production Strategy & Policy at IIMV; and intellectually contributing to the growth and progress of the Indian defence industry.





## 9. Program

### FEE & TERMS OF PAYMENT

(a) **Base (Domestic) Fee for Executive PG Diploma in Management**

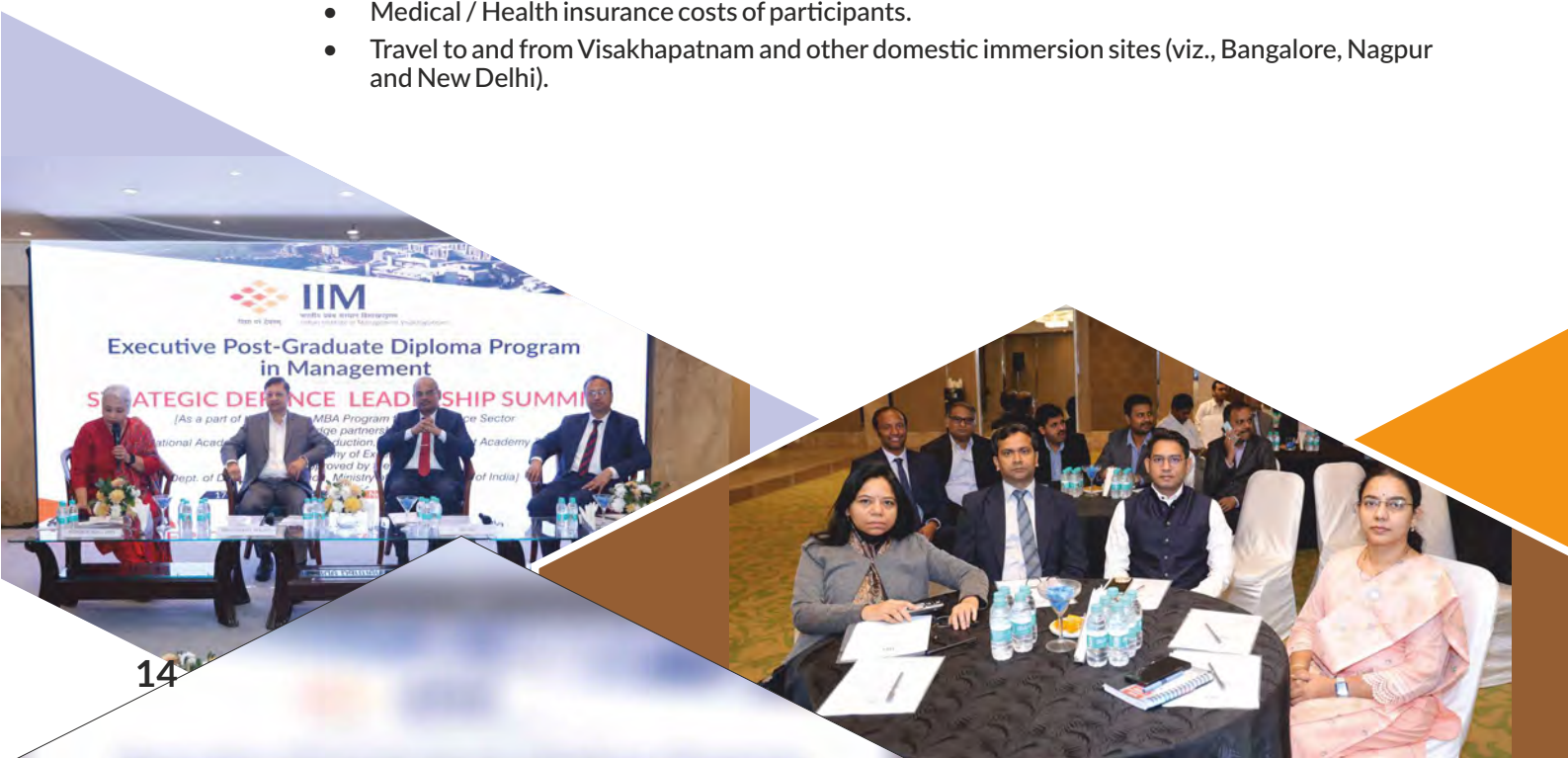
- Rs. 8,25,000/- (Rupees Eight Lakhs Twenty Five Thousand only), per-participant.
- Break-up of Fee Payment:
  - o Rs. 2,70,000/- (Rupees Two Lakhs Seventy Thousand only), per-participant, is payable to IIMV at the beginning of each Term-1 and Term-2, and Rs. 2,85,000/- (Rs. Two Lakhs Eight Five Thousand Only) at the beginning of Term-3.
- GST extra as applicable.

**Important Note regarding Two-Day Workshop at New Delhi**

- i. The Institute shall endeavour to provide the accommodation on single-occupancy basis. If there is a shortage, accommodation may be provided on double-occupancy basis. The accommodation so provided shall be for three nights; 2 days only.
- ii. It is possible that the entire cohort cannot be accommodated in one single facility and hence may be spread across properties.
- iii. Check-in and check-out timings shall be in accordance with the rules of the facility providing the accommodation.
- iv. The food arrangements [breakfast (up to 3 times) and dinner (up to 3 times)] shall be uniformly arranged for all participants.
- v. For any additional stay, family-stay, in-room dining or any additional consumption, participants will have to bear all the costs themselves.
- vi. Participants may if they so prefer, arrange their own accommodation (e.g., in their own guest houses in and around New Delhi). Suitable adjustment in the fee (as determined by IIMV) will be made accordingly, in such cases.
- vii. When the Institute arranges the accommodation commonly for the cohort, to & from local transport if any (accommodation-venue to the conference-venue and back) will be arranged by IIMV.
- viii. Airport transfers at New Delhi (from/to the accommodation-venue or conference-venue) are the responsibility of the participants only.

**The Base Fee DOES NOT include -**

- Medical / Health insurance costs of participants.
- Travel to and from Visakhapatnam and other domestic immersion sites (viz., Bangalore, Nagpur and New Delhi).



**(b) Additional Fee for International Immersion – Two Weeks (Term-3)**

*As already contained in the DDP-approved brochure, the (yearly) fee increment and other terms (if any) in respect of international immersion will be as may be determined in consultation with the partnering foreign institution, in this instance, ESCP Paris, France. The new (revised) fee and the new (revised) terms (if any) for the second batch will thus be crystallized after the international immersion of the first batch concludes in Jan.- Feb. 2026 and will thereafter be communicated to the participants and their sponsoring organizations.*

- This Fee is in addition to the Base (Domestic) Fee.
- This Fee will be payable in lump sum, in one instalment, before the international immersion commences.
- The Fee will cover at the international destination, for the duration of the stay:
  - o Instructional fees for faculty/guest speakers/resource persons.
  - o Courseware.
  - o Program management and institutional overhead costs.
  - o Local hospitality including single-occupancy accommodation, food and refreshments, airport transfers, local transport; field/exposure visits and cultural immersion.
  - o Collaboration fees with international knowledge-partner institution(s).
  - o Certificates.

The International Immersion Fee WILL NOT include -

- The international travel costs.
- Medical/Health insurance costs of participants.
- VISA processing fee of participants.
- Per diem allowances of participants.
- Any other additional expenses, including any personal expenses of participants.

**(c) Courses in lieu of International Immersion**

For participants who cannot attend the international immersion (for any reason):

- Supplementary fee of Rs. 50,000/- will be charged for each additional online course-credit, each of 10 hours.
- Total Fee for the additional six (6) credits to be covered online (in lieu of international immersion): Rs. 3,00,000/-.
- GST extra as applicable.

**(d) Yearly Fee Increment Policy**

- The Base Fee for subsequent batches will increase by 10% annually.
- The International Immersion Fee may be increased, as may be determined in consultation with the partnering foreign institution, at that juncture.

## 10. **MBA UPGRADE OPTION** for the Executive PG Diploma in Management Graduates

As a unique knowledge value-add to the graduates from the EPGDM program aspiring to study further and pursue a full-fledged MBA degree, IIMV offers an exclusive opportunity and pathway, as follows:

### (a) **Opportunity**

- i. Upon successful completion of the EPGDM program, participants will have the option to enrol in an online, one-year Advanced Executive Post-Graduate Diploma in Management (AEPGDM) program via a specially-structured "Upgrade to MBA" program-module offered by IIMV.

### (b) **Eligibility Criteria for enrolment in AEPGDM**

- i. Successful completion of the EPGDM program as per the prescribed requirements.
- ii. Continuation on the regular rolls (full-time employment) of DDP (MoD-Gol), respective DPSUs, or private defence sector enterprises, as on the date of enrolment.
- iii. Eligibility exists for participants with institutional/organizational sponsorship and also for self-sponsored participants.
- iv. Candidates should furnish to IIMV, appropriate prior internal approvals/clearances (e.g., NOC), as may be necessary in their respective organizations.

### (c) **Registration for the Program**

- i. The participants who fulfil the eligibility criteria should register for the AEPGDM program by paying a non-refundable one-time fee of Rs. 10,000/-, by the date to be prescribed.

### (d) **Course Requirements**

- i. Participants will need to successfully complete a minimum of 9 courses and a maximum of 15 courses, totalling a minimum of 26 credits or 260 hours, within two years of graduating with EPGDM, towards meeting the requirements of AEPGDM.
- ii. They may choose from the bouquet of elective courses offered by the IIMV in its on-going, online, credit-granting programs.
- iii. Prior registration (by the prescribed date) for each course to be pursued under the AEPGDM program is essential.
- iv. Prior-approval of the AEPGDM Program-Chair will be necessary, before registering for any course.
- v. The requirements and schedules for the respective courses in the respective programs, as notified by IIMV, shall prevail and participants should comply with the same. No change in the same should be sought nor would it be admissible.

### (e) **Fee**

- i. The fee payable is @ Rs.25, 000/- for each credit (10 hours) of online teaching and evaluation. Thus, the total fee for 260 hours is Rs. 6,50,000/- (Rupees Six Lakhs, and Fifty Thousand only) + GST.
- ii. Fee is payable in lump sum, in one single instalment, at the time of registration for the program, i.e., before participants start taking the courses in the AEPGDM program.

### (f) **Graduation Requirement**

- i. An overall CGPA of 2.20 out of 4.00 in the courses pursued in both EPGDM and AEPGDM will be necessary.
- ii. All other prescribed requirements of the AEPGDM should be met, to qualify for the award of the MBA degree.

**[Note: No separate academic title (AEPGDM) will be awarded on the completion of the said program, and it will be subsumed into the MBA degree].**



## 11. Program INVESTMENT (Rs. in Lakhs)

Basic Fee	ESCP France Int'l Immersion*	EPGDM Fee with Int'l Immersion	Addl. Domestic Online Course Fee (IIMV) in lieu of Int'l Immersion	EPGDM Fee without Int'l Immersion	AEPGDM Fee (Regn. Fee + Course Fee)	MBA Fee (with Int'l)	MBA Fee (without Int'l)
Core Program					Optional Program Extension		
(A)	(B)	(C) = (A) + (B)	(D)	(E) = (A) + (D)	(F)	(G) = (C) + (F)	(H) = (E) + (F)
8.25	TBA	TBA	3.00	11.25	6.50	TBA	17.75

\* As already contained in the DDP-approved brochure, the (yearly) fee increment and other terms (if any) in respect of international immersion will be as may be determined in consultation with the partnering foreign institution, in this instance, ESCP Paris, France. The new (revised) fee and the new (revised) terms (if any) for the second batch will thus be crystallized after the international immersion of the first batch concludes in Jan.-Feb. 2026 and will thereafter be communicated to the participants and their sponsoring organizations.

### Notes:

- (a) Exclusions from Fee : As given above under the relevant items.
- (b) EPGDM : Executive Post Graduate Diploma in Management
- (c) AEPGDM : Advanced Executive Post Graduate Diploma in Management
- (d) MBA : EPGDM + AEPGDM



## 12 DISCLAIMER

### Placements

The EPGDM and the AEPGDM programs are for the officers/executives serving in the DDP-MoD and defense enterprises (public and private sectors) with a commitment to continuing with and contributing to the improved efficiency and enhanced effectiveness of their respective organizations. Hence, the question of placements or placement-assistance does NOT arise.

## 13 ROLE-RESPONSIBILITIES

### Of Organizations



#### a. IIM Visakhapatnam

- i. Program design and development and overall program management.
- ii. Delivery of all course modules falling under the purview of IIMV.
- iii. All relevant approvals and actions in accordance with the IIM Act, 2017.
- iv. Constitution of Program Committee with a Program Chair to ensure smooth, streamlined, and successful conduct of the program in accordance with the Program Ordinances as approved by the Board of Governors (BoG) of the Institute. [The Program Committee is accountable to the Academic Council of the Institute as defined in the IIM Act, 2017, which in turn is accountable to the BoG, as defined in the IIM Act, 2017].
- v. Timely release of payments to the program knowledge-partners (HMA, BAE and NADP).



#### b. DPSUs & Private Defense Enterprises

- i. Identifying suitable participants as per their internal selection criteria, nominating, and funding / sponsoring them.
- ii. Encouraging the active pursuit of the program by participants, by providing an enabling environment (for attending classes, writing exams etc.).
- iii. Permitting the participants to use the physical and digital infrastructure and knowledge resources (e.g., in the library) available in the respective organizations.
- iv. Accommodating the program schedule in the work calendar of the participants.
- v. Ensuring regular attendance, active participation, and good conduct of participants, as per the program guidelines
- vi. Ensuring timely payment of prescribed participant-fee.
- vii. Nominating a Single Point Of Contact (SPOC) to act as Facilitator. The SPOC will coordinate and interface regularly with the following and contribute to the smooth, streamlined, and successful conduct of the program:
  1. The leadership of the enterprises concerned.
  2. Officers/executives from the organization enrolled in the program.
  3. The IIMV Program Chair and/or the Program Manager.
- viii. Permitting the candidates to attend the “campus-immersion” modules and bearing their travel and other costs and paying such other allowances and bearing such other expenditure (e.g., per-diems) as may be admissible to them, as per their eligibility.



#### C. HAL Management Academy, BEL Academy of Excellence and NADP (jointly)

- i. Managing efficiently and effectively, end-to-end, and comprehensively, the two-week “campus immersion” stints of the participants, comprising both in-class (academic) component and outside-class (field-visit) component.
- ii. Coordination with the Program Chair at IIMV, for smooth, streamlined, and successful conduct of the “campus immersion” stints at their respective locations.
- iii. Connecting IIMV and facilitating collaboration with senior DPSU/defense-industry leaders (e.g., domain experts, subject matter experts) for specialized-course design, development, and delivery; guest lectures, expert talks, and mentorship for participant-capstone projects.





#### **d. IIMV, HAL Management Academy, BEL Academy of Excellence and NADP (jointly)**

- i. Ensuring good integration and seamless/smooth flow of the Program from one Term to the next.
- ii. Honoring duly, respective course design, development, and delivery responsibilities as well as evaluation/assessment of participants.
- iii. Crystallizing (well before the EPGDM program commences), standardized/uniform parameters as regards course design, development, and delivery, pedagogy, evaluation/assessment scheme (component-wise) of academic and field-visit parts, attendance requirements, transfer of credits etc



#### **e. IIMV, DPSUs & Private Defense Enterprises (Jointly)**

- i. The SPOC and the IIMV Program Chair will explore a solution jointly, with regard to any participant facing any challenge or issue, in the pursuit of the program.
- ii. The SPOC will attend periodically, on invitation, the meetings (online or on-campus) convened by the Program Chair, and make recommendations towards smooth, streamlined, successful and strengthened delivery of the program.
- iii. Resolving smoothly and amicably, through mutual cooperation and understanding, any challenge or unforeseen circumstance that may arise during the conduct of the EPGDM program, in accordance with the provisions of the IIM Act, 2017 and its amendments; and the Program Ordinances approved by the Board of Governors of the IIMV.

## **14. IIM Visakhapatnam**

### **CONTACT**

- (a) **Chairperson (EPGDPM)**  
Prof. B Srirangacharyulu, PhD (IIT Madras)  
Email Id : pgdmds-chair@iimv.ac.in
- (b) **EPGDPM Program Office**  
Email Id: pgdmds-office@iimv.ac.in  
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**ELECTIVE COURSES (Terms 2 & 3) - Indicative****“Major” Elective Courses****1****Production and Operations Management Area**

- a. Applications of Industry 4.0 in Manufacturing
- b. Circular Economy & Sustainable Operations
- c. Digital Logistics & Supply Chain Management
- d. Indigenous Design, Development & Manufacturing
- e. Operations Strategy
- f. Procurement & Contracts Management, including Global Best Practices
- g. Project Management using MS Project
- h. Service Operations Management
- i. Strategic Technology Management
- j. Supply Chain & Risk Management
- k. Total Quality Management & Six Sigma

**2****Strategy Area**

- a. Building Resilient Organizations
- b. Capstone Business Simulation course
- c. Corporate Governance including CSR & ESG.
- d. Defense Export and International Trade
- e. Defense Industry Innovation Labs and Incubators
- f. Industry and Competitor Analysis
- g. Innovation & New Product Development
- h. Innovation & New Venture Creation
- i. International Business
- j. International Dimensions of Defense Acquisition
- k. International marketing & Defence Exports
- l. Leveraging Resources: Design-cum-Development Partnerships
- m. Management Consultancy
- n. Mergers & Acquisitions

## “Open” Elective courses

1

### Decision Sciences & Information Systems Area

- a. Advanced Analytics
- b. Applications of AI and ML in Business
- c. Benchmarking
- d. Business Data Mining & Managerial Decision Models
- e. Risk & Reliability Analytics
- f. Decision Support Tools & Techniques
- g. Quantitative Methods for Quality Management
- h. Blockchain & Business Strategy
- i. Business Intelligence, Social Media, & Cognitive Analytics
- j. Design & Management of Digital Platforms
- k. Digital Product Management
- l. Emerging Technologies for Managers
- m. Law & Ethics of Digital Technologies
- n. Leading Digital Transformation
- o. Cyber & Information Security Management in Defense Production
- p. Knowledge Management
- q. Management Information Systems



2

### Economics; Finance and Accounting Areas

- a. Asset Monetization
- b. Corporate Valuation
- c. Enterprise Risk Management
- d. Environmental Economics & Sustainable Development
- e. Financial Derivatives & Risk Management
- f. Financial Statement Analysis
- g. Fixed Income Securities
- h. Game Theory for Managers
- i. IBC 2016 & Liquidation
- j. International Economics
- k. Investment Banking
- l. Management Control Systems
- m. Pricing Strategies
- n. Project Appraisal and Finance
- o. Project Costing & Appraisal
- p. Public Finance
- q. Public-Private-Partnerships
- r. Working Capital Management

3

### Marketing Area

- a. Business to Business Marketing
- b. Customer Relationship Management
- c. Digital & Social Media Analytics
- d. Digital & Social Media Marketing
- e. Integrated Marketing Communication & Image Building
- f. Marketing & Business Research
- g. Marketing Analytics
- h. Pricing Strategies
- i. Product & Brand Management
- j. Services Marketing
- k. Strategic Marketing



## 4

### Organizational Behaviour; Human Resources Management & Business Communication

- a. Business Process Re-engineering & Change Management
- b. Conflict Management & Negotiation Skills
- c. Corporatization & Structural Reorganization
- d. Cross Cultural Communication
- e. Emotional Intelligence & Leadership
- f. Essentials of Written Communication for Businesses
- g. Industrial Relations
- h. Making and Delivering Effective Business Presentations
- i. Managerial Competencies & Employee Development
- j. Organization Development
- k. People (HR) Analytics
- l. Relationship Management with Customer (Armed Forces) and R&D Labs (DRDO)
- m. Strategic Corporate Communication

## 5

### Defence Industry Courses




Will be designed and delivered in collaboration with industry experts, defence-production-training institutes like NADP, and key R&D stakeholders such as DRDO, etc. to provide participants with specialized knowledge and skills to navigate the unique challenges of the defence sector.




- a. Corporatization & Structural Reorganization
- b. Cybersecurity in Defence
- c. Defence Export and International Trade
- d. Defence Export Controls and Compliance with International Traffic in Arms Regulations (ITAR)
- e. Defence Industry Innovation Labs and Incubators
- f. Defence Project Management
- g. Geopolitics & National Security: Challenges & Complexities
- h. Global Best Practices in Defence Procurement
- i. Indigenous Design, Development & Manufacturing
- j. International Dimensions of Defence Acquisition
- k. Leveraging Resources: Design-cum-Development Partnerships
- l. Relationship Management with Customer (Armed Forces) and R&D establishments (DRDO).
- m. Strategic Technology Management in Defence
- n. Supply Chain & Risk Management in Defence Projects





## 15. Sample DIPLOMA / DEGREE Certificate

 <b>IIM</b> भारतीय प्रबंध संस्थान विशाखपट्टणम् Indian Institute of Management Visakhapatnam	  2490001	
<p>The Board of Governors upon the recommendation of the Academic Council hereby grants the <b>Executive Post-Graduate Diploma in Management</b> to <i>Abhishek Kumar</i> who has successfully completed the prescribed course of study and fulfilled all other requirements of the program for the officers of the defence production sector enterprises. Given under the seal of Indian Institute of Management Visakhapatnam at the Convocation held on the <b>Twenty Fifth Day of April, Two Thousand and Twenty Six</b></p>		
<b>Chairperson, EPGDPM</b> IIM Visakhapatnam	<b>Director</b> IIM Visakhapatnam	<b>Chairperson</b> Board of Governors, IIM Visakhapatnam

 <b>IIM</b> भारतीय प्रबंध संस्थान विशाखपट्टणम् Indian Institute of Management Visakhapatnam	  2470001	
<p>The Board of Governors upon the recommendation of the Academic Council hereby grants the degree of <b>Master of Business Administration</b> to <i>Abhishek Kumar</i> who has successfully completed the prescribed course of study and fulfilled all other requirements of the two-year program for the officers of the defence production sector enterprises. Given under the seal of Indian Institute of Management Visakhapatnam at the Convocation held on the <b>Twenty Fifth Day of April, Two Thousand and Twenty Six</b></p>		
<b>Program Chair</b> IIM Visakhapatnam	<b>Director</b> IIM Visakhapatnam	<b>Chairperson</b> Board of Governors, IIM Visakhapatnam



## 16. Student TESTIMONIALS

### **Sandeep Varma Jampana** (Geomarine Dynamics India Private Limited)

The program has been extremely helpful in the workplace. I can now apply the learnings in real time, which has greatly enhanced my professional effectiveness. I particularly enjoyed the Strategy and Leadership courses, as they offered practical frameworks I could apply immediately. The Finance and Marketing modules were also very insightful, helping me strengthen both analytical and creative decision-making skills.

### **Akhilesh Kumar Singh** (Advanced Weapons and Equipment India Limited)

This course is directly connected to our day-to-day work. It enhances our understanding of key concepts and strengthens our efficiency, enabling us to perform with greater clarity, confidence, and effectiveness. The IIM faculty has greatly guided us in nurturing our requirements towards achieving operational efficiency.

The Delhi Summit proved to be an exciting and highly knowledge-enriching experience. The event commenced with an inspiring inaugural speech by the Secretary Sir, Department of Defence Production (DP), which set the tone for the sessions ahead. The summit featured insightful lectures and panel discussions involving distinguished experts from key organizations such as DDP, Defence Finance, DRDO, DGQA, and public and private defence industry representatives. These interactions provided a holistic perspective on defense manufacturing, quality assurance, research, and sustainable integration. The closing ceremony, graced by Lt. Gen. (Retd.) Sanjay Kulkarni, added a fitting conclusion to the summit, reinforcing the importance of collaboration, innovation, and strategic vision in strengthening the defense ecosystem. Overall, the summit offered valuable knowledge, diverse viewpoints, and meaningful networking opportunities, making it a truly impactful experience.

### **Rajeshkumar Vishnukumar Manglani** (Munitions India Limited)

The program is a transformative experience, combining academic rigor with practical application. I value its structured frameworks, case study approach and peer learning, which enriched my understanding of risk management, leadership, and strategic alignment. During Campus Immersion at IIM Visakhapatnam, the field visits at NSTL & HSL provided valuable exposure to defence research, naval technologies and organizational practices, helping me connect classroom concepts with practical applications. The interactions with professionals highlighted how project management frameworks are implemented in diverse settings.

The Strategic Defence Leadership Summit (17-18 Dec 2025) offered insightful sessions with expert speakers, covering key topics like Defence Finance and Budgeting, Potential strategies for the business growth of Defence PSUs, Defence project management, Geo-politics & national security, Quality assurance etc. The academic discussions were engaging and informative. Overall, it was a valuable experience for defence professionals, providing practical knowledge and fostering important discussions. Sincere thanks to the Director, faculty and staff of IIM Visakhapatnam for their excellent academic leadership and seamless coordination. Their professionalism and commitment played a key role in the success of the Strategic Defence Leadership Summit.

### **Mayank Kumar Gupta** (Advanced Weapons and Equipment India Limited)

I learned several new concepts, including optimization techniques, data presentation, strategic importance, international marketing etc., all of which will help our organization progress and support my own professional growth. The faculty are exceptionally brilliant. I feel fortunate to have been taught by them and to have had the opportunity to learn from their expertise. In one sentence, it was wonderful, unimaginable, and delightful.

The summit was very wonderful and beyond imagination. Secretary (DP) Sir's visit and interaction motivated all of us a lot. Many great personalities who are experts in their respective fields shared their thoughts. Listening to JS (LS) Dr Garima Ma'm was very enlightening, as she has good ground-level knowledge of many DPSUs. Overall, the summit was very informative and useful. Deserve warm congratulations from my side for successfully organizing this summit.

### **Rohit Palekar** (Bharat Electronics Limited)

Learning at IIMV Campus feels the greatest in life with dedicated and experienced faculty. Great learning from professors and peers. During Campus Immersion at IIMV: Field Visits to NSTL & HSL helped us to understand the Industry Defence Standards followed by the Company. We came to realize the importance of the Testing Labs. The practical exposure is helping us implement concepts in our factory also.

**Amir Ahmad**  
(Bharat Electronics Limited)

The course has given us better and clear perspective of many of the managerial concepts that are proving very helpful in our professional life. Some of the concepts taught were very new to us and have completely changed our understanding about some topics. The faculty is very knowledgeable and takes considerable efforts to teach and make the topics interesting. The faculty take all the steps to answer our questions and resolve them.

The summit was extremely enriching experience for me. Insights given by Secretary (DP) Sir, JS (LS) Madam and other industry experts were very valuable and filled with knowledge. The summit provided a unique platform for like-minded and same industry experts to come at a single place and share their valuable experiences. It was one of its kind and once in a lifetime opportunity that was not only inspirational but was also a thought-provoking experience.

**Velaga Sudeep**  
(Naval Armament Depot Mumbai)

Courses on Optimization techniques, Business analytics, MIS, Financial management, OBHR, Operations Management, Competition and Strategy are very relevant. The experience was good. Got the opportunity to learn theoretical concepts in practical industry setting.

**Saiteja Chodasani**  
(Mishra Dhatu Nigam Limited)

The cohort interaction establishing connections, understanding the projects dealt in individual core segments for the same cause are highlights of this course that are helping us build a stronger nation in a better way. Campus immersions at NADP, HMA and BAE have changed the perspective about the defence production units and problem-solving techniques at each unit. These campus immersions gave a unique experience that offered deep insights into strategic operations, digital transformation initiatives, and leadership practices within organizations with global outlook.

This is a first of a kind education program where officials of various PSUs are trained with experts of both educational institutions and the Ministry itself. Never before was an opportunity better than this to be a part of such a knowledge-event and I am making the best use of it.

**Aditham Kavitha**  
(Hindustan Shipyard Limited)

The topics chosen are very related to office environment and contemporary technologies. The knowledge gained is useful in understanding the external environment and benchmark with competitors. Field visits gave us insights about how other industries concentrate on performance and challenges especially the initiatives being taken to meet the nation's goals like indigenization, technology development initiatives etc.

**Vivek Kumar**  
(Yantra India Limited)

The campus immersion was genuinely refreshing — it felt great to connect with everyone in person. Field visits were good as they gave us real exposure to key things in defence manufacturing.

**Divyanand Pandey**  
(Troop Comforts Limited)

The subjects are very relevant for our work environment. It will help us to understand business scenarios of our organizations and contribute in a professional manner in day-to-day decision making. The field visits helped us relate the theoretical concepts taught during the course with their practical applications. We got to see some setups which are rare and of national importance such as the Iron Bird and Wind Tunnel Facility at HAL, the Ship building and Testing infrastructure at NSTL/HSL.

**Snigdharup Das**  
(Yantra India Limited)

The Program has built confidence in me to deal with the changing scenario of Indian defense industry, especially in my organization which is a newborn DPSU carved out of century old Ordnance Factory Board. EPGDPM has started building belief in me that there is an ocean of opportunities where the expertise can be utilized.

Got to learn a lot about industrial practices and innovative technologies during the field visits, which helped us connect classroom teaching with real life practices.

The Strategic Defense Leadership Summit organized by IIMV as a part of EPGDPM was very much encouraging for the leadership journey currently I am sailing through. The encouraging words spoken by the Director of IIMV Prof M Chandrasekhar, Hon'ble Secretary (DP) Sir - Shri Sanjeev Kumar, IAS and JS (LS) Dr Garima Bhagat Ma'am are highlight-worthy. Panel discussions enlightened us on the road map towards self-reliant India in defense manufacturing. It was also nice to learn that private industries are progressing in a big way towards fulfilling Govt. of India's vision to become major exporter in defense sector. This two-day summit is helpful to us in facing strategic challenges to a greater extent.

**Siddharth Chandra**  
(India Optel Limited)

EPGDPM helped me bridge the gap between academic knowledge and practical execution, making me more confident, methodical, and effective in my role at the workplace. All the IIMV faculty impressed me with their deep subject knowledge, clarity of explanation, and strong focus on real-life applications. Their interactive teaching style, use of case studies, and openness to discussion made complex concepts easy to understand and highly relevant to my work.

The Delhi Leadership Summit was a highly enriching and insightful experience. It provided valuable exposure to contemporary leadership practices, strategic thinking, and policy-level perspectives through interactions with eminent speakers and practitioners. The sessions helped me connect management concepts with real-world governance and organizational challenges, making the learning both practical and inspiring.

**Poonam Singh**  
(Munitions India Limited)

What I liked the most about this EPGDPM program is the strong academic fundamentals combined with practical relevance. The curriculum is well-structured, the case-based pedagogy and the experienced faculty enabled a clear understanding of the managerial concepts. The campus immersions at NADP, HMA and BAE were highly enriching and provided valuable exposure to real world organizational practices. The immersions provided an opportunity to visit the state-of-the art 'Iron Bird' and 'Wind Tunnel' facility at HAL, the high-tech Electronics Lab of BEL, the giant manufacturing facilities at Ordnance Factories Nagpur and Chanda, the one of its kind test facilities at NSTL, Vizag and the ship & Submarine building facilities at HSL, Vizag.

The Delhi Summit was an extremely rewarding experience for me. I got to hear views of industry experts in different fields, be it BEL, MIL, HAL or the Armed Forces. The session on budget preparation and approval process was quite insightful. The session on Potential Strategies for Business Growth of Defence PSUs by Dr Garima Bhagat, JS(LS) was very informative. We understood the nuances of SWOT analysis of the DPSUs, how to drive domestic business growth, Export strategy, Pricing strategy and means to bring synergy between DPSUs to drive growth of the defence sector. The speech of the Hon'ble Secretary (DP) Sir was very inspiring wherein he emphasized on the use of learnings from the IIMV program in our day-to-day work.

**Vijay Kumar Meena**  
(Armoured Vehicles Nigam Limited)

The pedagogical approaches adopted by each faculty member were unique and distinctly different from conventional teaching methods. The case studies used for class participation and assignments were highly relatable to the day-to-day functioning of the defence industry.

**Narayan Dayal Tiwari**  
(Munitions India Limited)

I really liked how the course covered both technical and people management topics. We learned data-driven subjects like Business Analytics and Management of Information Systems, combined with strategic subjects like International Marketing and Defence Exports. Visiting NSTL was a great experience as it is a premier DRDO lab. Since I work in munitions, it was very interesting to see the R&D work behind underwater weapons and naval systems.

**Jamini Ranjan Mahapatra**  
(BEML Limited)

Blended learning and Campus immersions are the highlights. The concepts are helpful in strategy building, Organizational behavior and human resource management. Campus immersions at NADP and HMA were good. The Delhi Summit was a great experience. The presentations by DDP and Defence Finance were extremely informative. The Panel Discussions were structured well. The PPT from L&T was also very useful.

**Rapeti Nandi Vardhan**  
(Armoured Vehicles Nigam Limited)

The faculty are very much patient in imparting knowledge for the beginners. Also, the way they taught is beyond our expectations. Field visits at HMA were very impressive, being unique facilities available within the country.

The Delhi Summit brought together experts and policymakers from various fields. The sessions were highly informative, and one of the highlights was a lecture delivered by the Joint Secretary (LS) of the DDP, which provided valuable insights into current policies and future initiatives. The summit offered a great platform for learning, discussion, and networking. Overall, it was an enriching and inspiring experience.

**Sai Kiran J**  
(Armoured Vehicles Nigam Limited)

It is a great opportunity to meet and listen to various aspects of Defence Production and customer requirements from top government officials. We are carrying a lot of insights with us for the benefit of our DPSU. Thank you, IIM Vizag, for organizing such an important event for EPGDPM Batch.

**Amit Kumar**  
(BEM Limited)

The program is bridging the gap between theory and practice by using case studies, various discussions and group assignments. The program has strengthened my analytical thinking and has improved inter-departmental coordination.

**Ankur Agarwal**  
(India Optel Limited)

As a junior-level manager, the program is helping me build foundational leadership and managerial skills, enabling better team handling, communication, and task execution in the workplace. The campus immersions at HMA, BAE, and NADP were highly enriching; HMA was the most impactful in terms of technology application, problem-solving, and quality perspective, BAE provided valuable insights into new product development, and NADP enhanced understanding of technology management. The content was effectively packed within the limited duration by these academies.

As a participant, I found the sessions highly insightful and well-structured, particularly in the way they connected strategic defence perspectives with managerial and policy dimensions. The interactions with senior leaders from the Ministry of Defence, DPSUs and industry provided valuable clarity on indigenization, project management, budgeting, and collaborative innovation. The panel discussions encouraged practical thinking, bridging classroom learning with real-world defence challenges. Overall, the conclave significantly enriched my understanding of defence sector dynamics and leadership expectations, and it was an excellent experiential learning opportunity.

**Piyush Paliwal**  
(Mishra Dhatu Nigam Limited)

The Workshop on Data Analytics & Visualization by using Power BI and Tableau was a great learning experience. Strategic Management was really an interesting one and very much relevant to our situation. Overall experience was good. Visits to Ordnance factories can be made more extensive for better understanding.

**Kumar Manish**  
(Yantra India Limited)

The summit was designed very well in line with the course expectations. Listening from industry experts and top leadership of the Defence Production Dept. was a once in a lifetime experience. The talks made us aware about the latest developments in defence manufacturing.

**TLVS Sankar**  
(Munitions India Limited)

The Delhi Strategic Defence Leadership Summit with top officials of the Ministry of Defence and Defence Production helped us understand the potential strategies for the business growth of defence PSUs. The summit gave good exposure on Defence Finance and Budgeting, Defence Project Management, Geo-politics and National Security, Quality Assurance in Defence Projects, etc. The panel discussions during the Summit related to Collaborative Pathways for Indigenization & Innovation and Frontiers of Defence Production enlightened the future vision and strategic goals before Defence PSUs. Overall, the summit was excellently organized by IIM Vizag including best stay, dining and all the facilities.

**Shantosh Tamrakar**  
(Armoured Vehicles Nigam Limited)

The Delhi Summit was a highly enriching and impactful experience. The event brought together a distinguished cohort and provided a rare opportunity to engage directly with senior leadership from the defence ecosystem. Their insightful and inspirational addresses by the Secretary (DP) Sir and JS (LS) Ma'm set the tone for the summit, offering clarity on strategic priorities and reinforcing the importance of collaboration across defence PSUs and organizations. The participation of eminent leaders from various defence PSUs and allied organizations added immense value. Their perspectives highlighted ongoing initiatives, challenges, and opportunities for innovation and synergy. The panel discussions were truly extraordinary. The depth of expertise, diversity of viewpoints, and practical insights shared during these sessions provided participants with actionable knowledge and a broader understanding of the sector's evolving landscape.

**Manmadharao Porupureddi**  
(Armoured Vehicles Nigam Limited)

The Summit provided insights towards emerging challenges and opportunities in the defence sector. It facilitated meaningful dialogue on strategic preparedness, indigenization and future capability development. The Summit featured well-structured panel discussions and addresses focusing on critical themes such as self-reliance in defence manufacturing, supply chain management and public private collaboration. Addresses by the Secretary (DP) Sir and JS (LS) Ma'm on the importance of indigenization and advanced technology induction in manufacturing setup were very interesting.



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