

52-1/2022-Trg
Government of India
Department of Telecommunications
213, Mahanagar Doorsanchar Bhawan, JLN Marg, Old Minto Road, New Delhi-110002
(Capacity Building & Training Division)

Dated: 9th March 2022

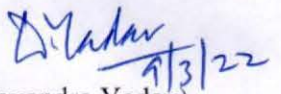
Office Memorandum

Sub: 15-day interactive programme on “Innovations in Organizational Management” organized by Indian Institute of Public Administration (IIPA) from 6th June to 22nd June 2022-reg.

Indian Institute of Public Administration (IIPA), New Delhi has invited the nominations of the eligible officers for the 15-day interactive programme on “Innovations in Organizational Management” scheduled from 6th June to 22nd June 2022. The details of the course are available at Annex-I.

2. The willing and eligible officers from ITS Gr. ‘A’ and TES Gr. ‘B’ service may send their applications in the prescribed proforma, complete in all respect, through proper channel, to the undersigned so as to reach on or before **9th April 2022, along with** following documents:

- i. Duly filled Application (Annex-II), countersigned and verified by Service Book custodian.
 - ii. Copy of IPR filled as on 31.01.2022 (in pdf format).
 - iii. Stay Particulars/ Posting Details as on date, (in addition to the information filled in Application) as per Annex-III.
 - iv. Training details (Domestic/International), (in addition to the information filled in Application) as per Annex-IV.
 - v. **One scanned copy of duly filled application** as per 2.(i) along with all requisite documents (as per 2.(i) to 2.(iv)) should be sent to the undersigned at dirtrg-dot@nic.in with cc to adg.trg-dot@gov.in .
3. Application received after the last date may not be considered.


(Devendra Yadav)
Director (Training-I)
Tel.23210148(O)

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**FIFTEEN DAY INTERNATIONAL CAPACITY BUILDING PROGRAMME
ON
INNOVATIONS IN ORGANIZATIONAL MANAGEMENT
(June 6-22, 2022)**

**Programme Coordinator
Dr. Saket Bihari**

Conducted by



**Indian Institute of Public Administration
IP Estate, Ring Road, New Delhi-11002**

In partnership with



**Victoria
University,
Wellington,
New Zealand**



**CRAWFORD SCHOOL
OF PUBLIC POLICY**

**Australian
National
University**

**Crawford
School
of Public
Policy,
Australia**

BACKGROUND

The 15-day interactive programme on “Innovations in Organizational Management” consists of three modules where a five-day module is to be commenced at Indian Institute of Public Administration, New Delhi, four days each at Victoria University, Wellington, New Zealand and Crawford School of Public Policy, Australia.

Innovations are adopted by public organizations to improve the services delivered to users and citizens, with the broad aim to improve quality of life and building better and stronger communities. Knowledge of the processes of innovation adoption and the characteristics of innovative organizations are developing in public services settings. Whether innovations adopted are actually able to deliver positive outcomes is, by contrast, in its nascent stage. Findings from qualitative and quantitative studies show that a positive relationship can always strengthen effectiveness in organizational functions. However, business organizations focus on the performance consequences of product innovations, the emphasis on public organizations is linked with the impact of service innovations. The focus on management innovations is critically linked with association with organizational effectiveness or performance. To consider the mechanisms through which management innovations can influence organizational performance in the public sector is mediated by performance management is a widely acclaimed organizational process featuring in the public sector. The 15 days capacity building programme stems from the fact that direct-effect models exploring the innovation-performance hypothesis are over simple. It is posited that the process of innovation adoption is complex, and there is mounting and compelling evidence indicating that the impact of management practice on performance is dependent on other internal organizational characteristics.

Reforms epitomized by the New Public Management movement have led to major changes in organization and management of the public sector based around the notion of competitive markets and the adoption of private sector management practices. Public organizations need to be engaged in restructuring their organization and improving management processes in order to boost organizational performance. More recently, attention has shifted to issues of governance and networking and the adoption of service improvement strategies based on enhancing organizational and management capacities pertaining to knowledge, skills and implementation.

The central instruments involved in the programme are to focus on two aspects of these public management reforms: the introduction of management innovations and performance management. Though these are widely vouched, promoted, and adopted through evidence linking to activities with organizational outcomes, the intended outcomes have not been ensured through evolution based local practices. It really requires diffusion that help learn best practices in this realm from outside.

However, innovation is generally defined as the development or adoption (use) of new ideas, objects, or practices. The generation of innovation results as an offshoot in the form of services, or practices that are new to the state of the art. The adoption of innovation results in the use of a product, service, or practice boosts organizational efficacy. The programme focuses on the adoption of innovative new to an organization. Innovation adoption is a process that generally includes three phases: initiation, adoption of the decision, and implementation. An innovation is implemented when it is accepted by the users. Therefore, for the innovation to deliver improvements and contribute to organizational performance, it is necessary that the newly designed framework is properly implemented. This is particularly important because public organizations may adopt innovation in search of legitimacy without fully implementing it. Whereas many typologies of innovation have been proposed, three of them are referred frequently: (1) product/service versus process innovations, (2) technological versus administrative/managerial innovations, and (3) radical versus incremental innovations. This is the broad context within which, the 15 days international capacity building programme on "Innovations in Organizational Management" articulates its meaning and deserves importance.

OBJECTIVES OF THE PROGRAMME

At the end of the programme, the participants will be able to:

- ❖ Learn evidence-based best management practices,
- ❖ Acknowledge nuances of administrative challenges and develop a suitable mechanism to tackle them,
- ❖ Learn and update accrual accounting to ensure liabilities and revenue through an effective roadmap,

- ❖ Differentiate between traditional and professional auditing and identify advantages and bottlenecks thereof,
- ❖ Identify issues in taxation and develop effective action scheme to fix anomalies,
- ❖ Learn smart financial operations pertaining to its applications,
- ❖ Appreciate the best practices in governance vis-a-vis e-governance,
- ❖ Apply outcome-based budgeting for effective organizational management,
- ❖ Learn global best practices in internal control systems, and
- ❖ Identify fundamental issues behind the under-performance of the organizations.

METHODOLOGY

The interactive programme consists of power point presentations, group discussions, case studies, compilation of best practices, lectures and fishbowl exercises.

RESOURCE PERSONS

For domestic component, in-house IIPA faculty will interact with the participants. For overseas components, the South Asian experts on the subject will be involved to interact with the participants. Select European and American experts would also be sharing their experiences with the participants.

DURATION

The duration of the programme would be 15 days from the day of its commencement. Five days, in the beginning, the non-residential programme would be organized at Indian Institute of Public Administration. For eight nights and nine days, the programme would be organized at Victoria University, Wellington, New Zealand and Crawford School of Public Policy, Australia.

ADDITIONAL VISITS

The participants will be taken to **Auckland, Queenstown and Christchurch**, transfer by connecting sector flights by air/ road transport.

CERTIFICATE

Each participant would be awarded a certificate after the successful completion of the programme.

COURSE FEE

The course fee for the government organizations would be Rs. 8.40 lakh per participant inclusive of all taxes.

The course fee in case of autonomous body and similar institutions would be Rs. 8.40 per participants plus GST.

MINIMUM AND MAXIMUM LOAD

The programme would be organized with a minimum of 20 participants and a maximum of 28 participants.

LAST DATE FOR NOMINATION

The last date for the acceptance of nominations is May 4, 2022, by 05:00 pm (IST).

ELIGIBILITY CRITERIA FOR NOMINATIONS

Officers working under Central/State/PSU or any other Govt. Departments with 15 years of service and above.

BANK ACCOUNT DETAILS

Account Name: Indian Institute of Public Administration

Account Number: 18200100002699

Bank Name: UCO Bank

IFSC Code: UCBA 0001820

Bank address: IIPA, I P Estate, Ring Road, New Delhi-110002.

PROGRAMME COORDINATOR

Dr. Saket Bihari

Associate Professor

Indian Institute of Public Administration, New Delhi-110002.

Phone No. +91-23468337, +91-901308469 (M)

Email: saketbihari.iipa@gov.in

CONTACT PERSON

Shri Mithun Barua

Deputy Registrar (Academic Support)

Indian Institute of Public Administration, New Delhi-110002.

Phone No. +91-23468305, +91-8800131115 (M)

Email: mbdels@gmail.com

