



**BATCH 02**

Executive Certificate Programme in

# **STRATEGIC MANAGEMENT FOR CORPORATE LEADERS**

Enhance your skills to effectively strategize every  
business move.

# OVERVIEW

Current business contexts are defined by intense pressures of competition, integration across global markets, new concerns about sustainability and intensification of resource conflicts around the world, technological changes including the use of information technology and massive institutional transitions/transformations. These both frame and challenge a firm's ambitions of growth requiring them to take risks as they navigate through change.

***This programme on strategic management*** is geared towards building confidence in a key top management skill – strategic thinking and strategic action. According to the Bloomberg job skills report, strategic thinking cuts across industries as the number one skill that is less common and more desired by employers. But what is strategic thinking and more practically – how do you demonstrate such a skill in today's highly complex and evolving business world?

This programme will empower participants to crisply articulate their strategy and decode the strategies of other players. The programme will cover classic concepts and tools such as value chain analysis as well as more advanced frameworks such as judo strategy and corporate strategy. The course is designed for both breadth and depth of coverage. Concepts will be illustrated through contemporary examples, interactive discussion and multimedia case studies. Participants will also be encouraged to apply the learnings to their individual business context, and clarify their thinking by asking questions in a safe and non-judgemental environment.



**Start Date**  
May 28, 2022



**Duration**  
5 weeks (4-6 hours/week)  
Saturday (04:00 PM to 06:15 PM) &  
Sunday (10:00 AM to 12:15 PM)



**Course Format**  
Live Online



**Case Studies**  
4 HBS/MIT



**Fees**  
INR 40,000/- +GST



**EMI Options**  
Starts at Rs. 3,161/month\*

**Programme  
Application Link**

[CLICK HERE](#)



# PROGRAM HIGHLIGHTS

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5 weeks



Enhance your skills to effectively strategize every business move



Learn from Leading SPJIMR Faculty and Industry Experts



11 Industry-oriented Modules



Experience Live Online Learning Without Taking a Career Break



Gain Practical Insights from Real-world Case Studies



Expand Your Professional Network with Experienced Peers



Receive an SPJIMR Certificate of Completion

# WHO IS THIS PROGRAM FOR?

Representative roles and industries that can benefit include:

- Next level reports into a CXOs
- Heads of strategic initiatives
- Senior functional managers with a keen interest in elevating their level of impact
- Who make critical decisions and set strategic directions for their organization
- Who are tasked with growth objectives for their respective business units
- Aspiring to move into roles that require a significant contribution to organizational growth and revenues
- Holding responsible positions and wish to upgrade their knowledge of aspects of strategic management



# LEARNING OUTCOMES

By the end of this course, you will be able to:

Develop a **strategic thinking** mode – understanding how power is wielded and negotiated in multiple contexts, especially amidst great 'complexity' and institutional transformations.

**Understand** strategic landscapes of industries, including the interface with law and regulation, and institutional variation across nations.

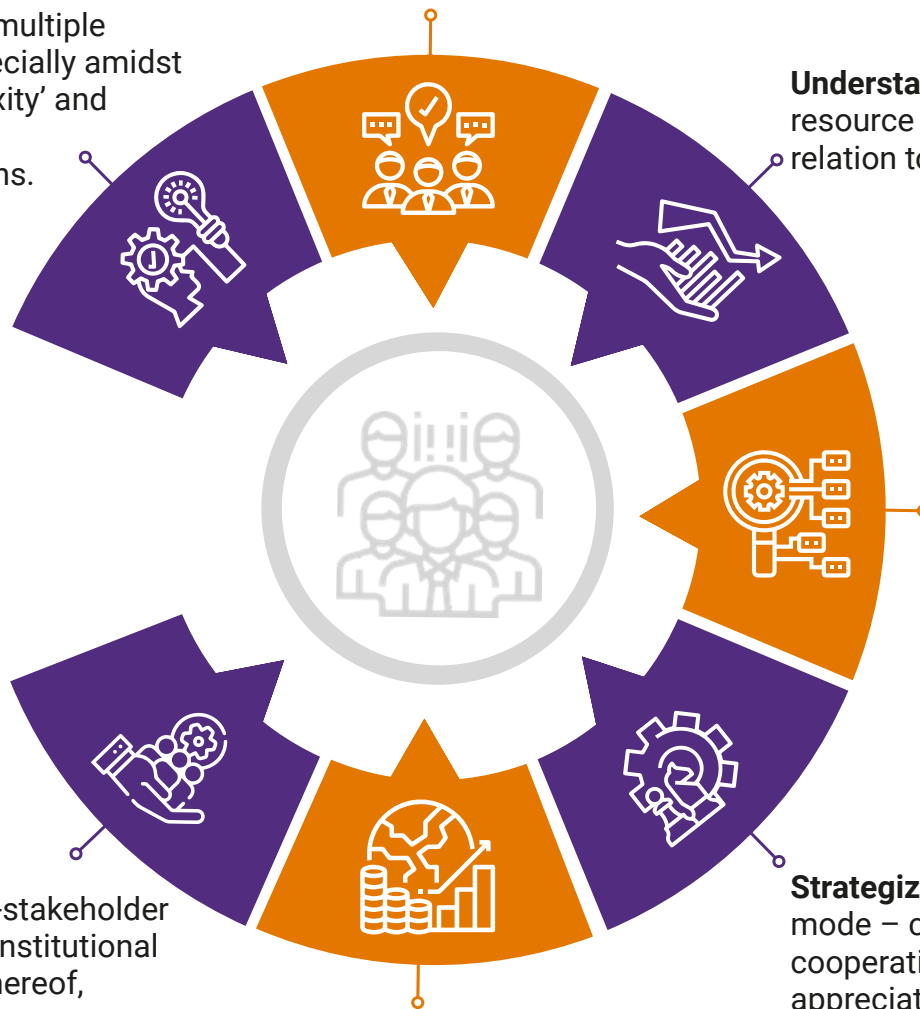
**Understand sustainability**, resource conflicts and its relation to strategy.

**Identify** the strategic significance of few contemporary developments such as outsourced models of business, vigorous use of informatics, layering of organizations, modularization of product systems and so on.

**Strategize** in a network mode – competition and cooperation; especially appreciating role of shared assets.

**Understand the economics** of strategy moves, especially under decreasing and increasing returns.

**Manage** multi-stakeholder interests and institutional frameworks thereof, especially of work-force/skill-holders and communities with various resource rights.





# PROGRAM CURRICULUM

20+ Hours

## **Module 1:** Strategic thinking and strategy – what is it?

- Class anchoring: class ideas and thoughts about strategy, and how it relates to programme coverage
- Strategy - how and why is it different from business as usual?
- Using the O-S-A framework to articulate your strategy
- Video case and in-class exercises

## **Module 2:** Strategy and external analysis

- 'Where' to compete?
- The five forces framework with enhancements
- Examples and in-class exercise

## **Module 3:** From business strategy to competitive advantage

- What is a competitive advantage? How do you know that you have achieved it?
- The four essential generic strategies
- Caselets and in-class exercises

## **Module 4:** Winning strategies – 1

- Introduction to value chain analysis
- In-depth case study to analyze cost leadership strategy
- The concept of fit and alignment

## **Module 5:** Winning strategies – 2

- Exploring differentiation strategy through case study and examples
- Introduction to perception maps
- Implementing differentiation strategy and contrast with cost leadership strategy

## **Module 6:** Strategic challenges

- Dealing with internal and external challenges
- Strategies to respond to business model disruption
- Responding to holdup from customers and suppliers
- Case analysis and/or examples

*Note: Modules/ topics are indicative only, and the suggested time and sequence may be dropped/ modified/ adapted to fit the total programme hours.*

# PROGRAM CURRICULUM

## **Module 7:** Competitor analysis

- Game theory in business – anticipating customer and competitor moves
- Nash equilibrium - when to use it, when to abandon it
- Looking forward and reasoning backward

## **Module 8:** Competitor analysis

- Developing competitor profiles
- Components of competitor analysis
- Responding to competitors' strengths and weaknesses
- Discussion and exercises

## **Module 9:** Judo strategy

- The 3 principles of movement, balance and leverage
- Tactics such as puppy dog ploy, grip, leveraging your opponent's partners and ukemi
- Examples and cases from Indian and international business

## **Module 10:** Introduction to corporate strategy

- Strategic rationale and conditions for mergers and acquisition
- Logic for vertical and horizontal integration
- When to ally, when to acquire – the choice of build/borrow / buy
- Examples and class discussion

## **Module 11:** Practitioner insights

- Interactive panel discussion with CXO's and senior investors
- What role does strategy play at the CXO level?
- What are some of the biggest developments in business models that deserve a strategic response?
- What aspects of strategic thinking do CXO's look for while succession planning?
- How can senior and middle managers demonstrate strategic thinking more effectively?

Programme closing

# PROGRAM FACULTY



**Prof. Malay Krishna**

Strategic Management & Chairperson -  
International Relations, SPJIMR

**Prof. Malay Krishna** is the Senior Management Professional and Director of Strategic Marketing Research and Competitive Intelligence at SPJIMIR. He has completed his MBA from Vanderbilt University (USA) and his 5-yr Integrated MTech from IIT Delhi. He was recruited into PNC from McKinsey and Co. (USA) where he was an associate. At McKinsey, Malay served a diverse set of clients on various strategic issues, ranging from strategic growth options (organic and inorganic) to operations effectiveness.



**Prof. Prem Chandrani**

Strategic Management & Finance | Chairperson -  
International Relations, SPJIMR

**Prof. Prem Chandrani** is the Senior Management Professional and Chairperson of International Relations at SPJIMR. His areas of expertise include Business Strategy, Management Control Systems and Consulting, Corporate Finance, Simulation and Decision making. Prof. Chandrani has completed his MBA from London Business School, UK and Wharton, USA. He has over 30 years work experience in industry and management consulting, most of it at the C level. Prof. Chandrani's work experience spans Australia, Canada, India, Japan, Middle East, UK and USA

*Note: Programme Faculty might change due to unavoidable circumstances, and revised details will be provided closer to the programme start date.*



## ORIENTATION WEEK

The first week is orientation week. During this week you will be introduced to the other participants in the class from across the world and you will learn how to use the learning management system, discussion boards, and other learning tools provided.

## LIVE SESSIONS

During the program, there are Eleven live sessions conducted by Prof. Malay Krishna, Prof. Prem Chandrani

## CONTINUOUS PROGRAMME ACCESS

You will continue to have access to the program learning material

## INTERACTIVE SESSIONS

In the live sessions Course Leaders will also conduct Q&A to help participants clarify any questions they may have regarding the program content.

# Learning Journey

Strategic Management for Corporate Leaders programme is spread over 5 weeks and consists of Live interactive sessions, Case Studies and Discussions.

# CERTIFICATE



**Upon successful completion of the programme,  
participants will be awarded a certificate  
by SPJIMR**

Participants will be provided an executive certificate from SPJIMR and ET Masterclass, upon completion of all the twenty course modules.

## **Earn Your Certificate**

The Strategic Management Programme is exhaustive and this certificate is a proof that you are closer to your goals.

## **Differentiate Yourself With A Professional Certificate**

The knowledge and skills you have gained working on case studies will set you ahead of the competition.

## **Share Your Achievement**

Talk about it on LinkedIn, Twitter, Facebook - Tell your friends and colleagues about it.

## Professional Certificate Programme in

# STRATEGIC MANAGEMENT FOR CORPORATE LEADERS

Enhance your skills to effectively strategize every business move

MAY 28, 2022 | LIVE ONLINE

**BATCH 02**

## EXPERTS



## PROF. MALAY KRISHNA

Strategic Management &  
Chairperson - International Relations  
SPJIMR



**PROF. PREM CHANDRANI**

Strategic Management & Finance |  
Chairperson - International Relations  
SPJIMR

## DELEGATE NOMINATION FORM

### Registration Format

Register 1 management representative	@INR 40,000 plus GST (Per participant)	
Register 4 to 5 management representatives	@INR 38,000 plus GST (Per participant)	
Register 10 or more management representatives	@INR 36,000 plus GST (Per participant)	

**EMI Options : Available**

## DELEGATE DETAILS

Delegate Name	Designation	Email Address	Hand Phone Number
Company Name			
Company Address			
GST Number			

## PAYMENT DETAILS

Cheque/DD	Electronic Transfer
<p><b>Cheque/DD to be drawn in favour of TIMES INTERNET LTD. and courier it to below mentioned address:</b></p> <p>FC 6, Sector 16 A , Film City, Noida, PIN: 201301 Uttar Pradesh INDIA</p>	<p><b>Below mentioned is our bank details for electronic transfer of payment:</b></p> <p>Beneficiary Name: TIMES INTERNET LIMITED Bank Name: HDFC Bank Limited Account No.: 57500000021841 IFSC Code: HDFC0000060 , Branch Name: Fort Mumbai</p>

### Registration, Payment and Cancellation Policy

- Registration is based on first-come, first-serve basis
- Cancellations received up to 10 days prior to date of program will get refund , with the deduction of blocking fee amount.
- Cancellations received in less than 10 business days prior to date of program will not get refund.
- Once participation is confirmed, participants are liable to pay full amount even in no show-up case.
- Blocking fee will not be refunded once booked.
- Substitutions within a company are not permitted.
- Certificate will be provided only on attending and completing all the modules.
- ETMasterclass reserves the right to modify content, expert(s), venue & date(s) of the program.
- In case of program cancellation, participants will be refunded the course fee in full, if there is no postponement.
- ETMasterclass shall not be liable for any damages that may be incurred due to program cancellation

Registration Date

**Signature & Stamp**

# SYSTEM REQUIREMENTS

**This programme includes live online classes. To attend a live online class you will need to have a PC/ Laptop/ Mac with:**

- Speakers and microphone: built-in or a USB plug-in or wireless Bluetooth
- Webcam: built-in or USB plug-in Processor: with Dual Core 2Ghz or higher (i3/ i5/ i7 or AMD equivalent)
- RAM: 4 GB or higher
- OS: Either MacOS 10.7 or higher OR Windows 8 or higher
- An internet connection: Minimum bandwidth of 3.0 Mbps (up/ down)
- Browser: IE 11+, Edge 12+, Firefox 27+, Chrome 30+ Zoom software client installed on your PC/ Laptop/ Mac

We use the Zoom software application to conduct live online classes. Zoom works on a variety of PCs/ Laptops/ Mac systems and also on phones and tablets.

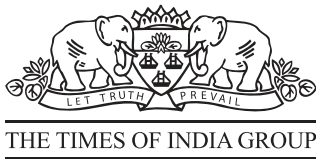
You can join your live online class from a phone or tablet if it supports the Zoom client.

We recommend that you attend classes from a PCs/ Laptops/ Mac.



# PROGRAM PARTNERS

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## About Times Group

The Times of India Group began its operations in the year 1838 and is India's oldest and largest media house. The Times of India, is the World's largest-selling English newspaper, with over 5 million copies sold daily. The Economic Times is the World's 2nd largest English business newspaper second only to The Wall Street Journal, with over 800,000 copies sold daily. The Group is also amongst India's most diverse media houses with assets across Publishing, Radio, TV, Out of Home (OOH) and Online Media.



## About ET Masterclass

**ETMasterclass** is an initiative of The Economic Times to disseminate knowledge, experience and expertise amongst working professionals and business leaders. We offer a comprehensive portfolio of executive seminars and professional training to brush-up your skills and develop strategic edge your industry demands. Our hands-on experiential training programmes will help you coin real-time solutions to your on-the-job practical challenges and accelerate your performance and organisational growth.

Our course content is designed, developed and delivered by industry leaders, academics, internationally acclaimed authors & gurus, economists and business consultants. Our training modules and course content are regularly reviewed and updated by eminent experts to ensure the curriculum reflects the diverse landscape of innovation across Finance & Investment, Power & Energy, Life Sciences, Telecoms, Retail, Real-Estate & Infrastructure, Technology and more.



## About SPJIMR

**S P Jain Institute of Management and Research (SPJIMR)** is a leading school of management in the heart of India's financial centre, Mumbai. SPJIMR is a part of the Bharatiya Vidya Bhavan and functions as an autonomous institute with entrepreneurial agility. It consistently ranks amongst the top ten management institutes in India.

Inaugurated in 1981 by the then British Prime Minister, the Late Hon. Margaret Thatcher, SPJIMR's mission is to Influence Practice and Promote Value-based Growth. It builds on this mission through pedagogic innovations and pioneering programmes, carving a distinctive path in management education. SPJIMR has acquired the reputation of meeting societal needs of under-managed sectors by offering unique, purposeful and relevant initiatives.

S P Jain Institute of Management & Research is featured among the top 50 business schools in the 2021 Financial Times Masters in Management (MiM) global rankings for a second consecutive year. The Institute is one of only three Indian schools and the only private Indian school of management to feature in the FT MiM top 50 ranks for 2021.

SPJIMR has been awarded accreditation by the prestigious AACSB International -The Association to Advance Collegiate Schools of Business. SPJIMR has been recognized as a "pioneering school" with the highest "Level 5" rating for its social impact and sustainability achievements. This recognition was announced at the 2021 annual edition of the Positive Impact Rating, or PIR, which was launched on June 17, 2021 at the United Nations PRME Global Forum. 'Pioneering schools' were described as those with "unique, sustaining global leadership progress in all impact dimensions."

SP Jain Institute of Management and Research offers highly acclaimed Management Development Programmes (MDPs), that centre around key business fundamentals like SCM, Emerging Leaders, Design Thinking, Managerial Effectiveness, Team Building, Sales & Marketing skills, Management of Organisational Change, etc. to emerging issues like Big Data, Creativity & Innovation, and Leadership.

The pedagogy employed involves a variety of teaching methods: case studies, design thinking, simulations, role plays, closed group analyses, and applied learning projects, interspersed with lecture sessions on theory and practice.

# CONTACT US

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