

# Developing Financial Acumen for Senior Executives

(Simulation-based, Live Online Programme)





## Overview

One of the biggest obstacles that hinder the growth of senior managers today is their inability to judge the financial strength of their strategic and operational decisions. This handicap results from a lack of financial background. Senior Executives who address this problem early enough can transform their careers with a new-found ability to visualise the cause and effect of their ideas in a financial context.

This programme provides a concise overview of how managerial decisions Impact market values for an organisation, and how value creation impacts the day-to-day life of managers. Through the use of a business simulation, the programme helps in understanding financial statements, how financial decisions are made, analysing a firm's financials and discovering its strengths and weaknesses, building a cost-pricing strategy, forecasting cash flows, identifying a new opportunity, selecting an investment project, analysing a new market, revisiting the firm's strategy, understanding profitable growth and the value drivers for achieving the same.



## Key Topics Covered

- Relationship between Corporate Strategy, Capital Markets and Value Creation
- Performance appreciation from Financial Statements
- Analysing Financials and Value Creating Decisions
- Value Creating Decisions and Risk
- Investing in Business Opportunities
- Value Creating Strategies and Value Innovation
- Profitable Growth and Business Model Sustainability

## Key Learning Outcomes

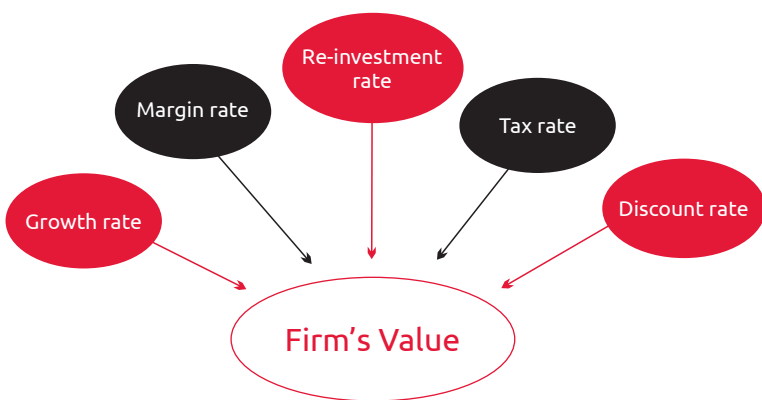
- Ability to formulate, analyse, implement and support financial strategies and goals
- Identify, communicate and implement role of finance in supporting and enhancing the organisation's functional areas
- Analyse the effects of evolving global markets on business strategies, financial results and business decisions
- Appreciation of decision-making processes of various investors and the effects of their actions on the organisation



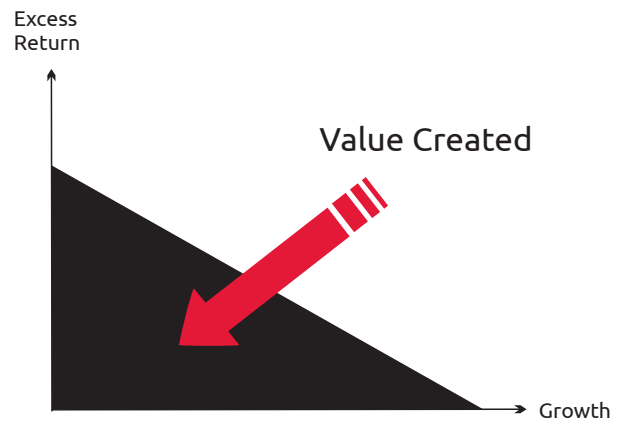
## Learning Methodology

- ValuePad Simulation: allows participants working in groups to experience competition in a globalizing and changing environment, through the programme sessions
- Plenary sessions with concepts presentation, illustration, case discussions and group work

### The 5 Value Drivers



### Profitable Growth



### Excess return and Growth

## Session 1

- Income Statement and NWC
- Cash Flow Statement
- Balance Sheet and Financial Risk
- Profitability, Liquidity and Financial Risk
- What matters to Financial Analysts

Value Pad Simulation: Round 1

### Key Learnings:

Understanding Companies' Financial Statements. Get an outside view of a firm's performance. Analysing a firm's Financials and identifying its strengths and weaknesses

## Session 2

- Why Creating Value?
- Business Risk and WACC (Weighted Average Cost of Capital)
- Risk, Return and ROCE
- Profitable Growth

Value Pad Simulation: Round 2

### Key Learnings:

- How Value Creation impacts managers' day-to-day life
- Creating Value; Cost of capital, Excess return, Profitable Growth a new paradox for managers
- Building a cost-pricing strategy, forecasting cash flows

## Session 3

- Increasing Sales, Globalization, Brand
- Decreasing Cost, Capital Employed, NWC
- Decreasing Risk: Outsourcing
- Value Creating Strategies

Value Pad Simulation: Round 3

### Key Learnings:

- Traditional Value Creating Strategies
- Analyzing a new market, revisiting one's strategy

## Session 4

- Business Model Commoditization
  - Bubble of Excellence
- Value Pad Simulation: Value Drivers and Final Debriefing

### Key Learnings:

Value Creation is about Strategy, Leadership and Finance



## FACULTY

# Prof Olivier Tabatoni

Olivier Tabatoni is a visiting faculty in Executive Education, at Mahindra Univeristy. He is Professor of Finance at IAE Aix-en-Provence, France. He is an Associate Fellow from the Saïd Business School, Oxford University, U.K and adjunct Professor at HEC Paris, France. He was a Visiting Professor at the Kellogg Graduate School of Management, Northwestern University and at the Haas Business School, University of California, Berkeley. He is a fellow from the Ford Foundation.

He has also taught in leading universities and business schools from Europe to the Far East; he regularly teaches in Bangkok, Beijing, Hong-Kong, ISB Hyderabad in India, and Shanghai. He has won awards for excellence in the classroom on numerous occasions. He recently received the Kellogg-WHU Executive MBA Best Teacher Award.

His current areas of interest includes Profitable Growth, Real Options, Value Creation, Strategic Flexibility and Change management. More generally it focuses on the interactions between Strategy, Finance and Leadership.

Professor Tabatoni has also been involved in designing and teaching executive programs for large multi-national organizations all over the world. Some of his most recent clients include: Dr Reddy Labs, Air France-KLM, Alcatel-Lucent, Atos, BASF, Bharti Infratel, BP, Bouygues, Eurocopter, RPG, Ericsson India, Gammon India, Holcim, ING Bank, Infotech Entreprises, MAN AG, MBDA, Mondadori, Nokia-Siemens Networks, Publicis, QTEL, Schneider Electric, SKF, ST Microelectronics, Total, Thales, ThyssenKrupp, UHDE, Volvo Trucks.

He has designed many Business Game simulations for executive education, which focus on Value Creation in manufacturing industries, service industries and the luxury industry.

Olivier Tabatoni holds a Doctorate in Analysis and Economic Calculus from the University of Aix-Marseille. He received his Master in Finance and his Ph.D. in Finance and Quantitative Analysis from New York University's Stern School of Management.

### **Programme Duration:**

2 Weeks; 2 sessions of 2 hours every week, from 3 pm to 5 pm IST

### **Programme Dates:**

3, 5, 10 & 12 May, 2022

### **Programme Fee:**

Rs. 40,000 per participant plus GST (Corporate Discount for multiple nominations)

## About The Centre for Executive Education

The Centre for Executive Education (CEE) at Mahindra University, creates and conducts learning programmes for working professionals, which are designed to provide timely and relevant knowledge, insights and perspectives, that help them progress in their current and future roles in organizations. By enhancing performance of executives, these programmes are aimed to positively impact the organisations that they work for.

Executive Education Programmes at Mahindra University span across multiple business disciplines, engineering & data science, and law, for different seniority levels, in various national and international geographical locations.

CEE's mission is to be a hub for engaging & beneficial interactions between business leaders and the academia. The centre works with some of the finest faculty in India and from leading Global Business Schools. Participants will have opportunities to learn from the innovative research and consulting experience of the faculty, wide experience of the peer group of learners, and from Industry practitioners who bring in strong domain knowledge.

## About Mahindra University

Mahindra University, established in May 2020, is a multi-disciplinary global education and knowledge campus which offers industry-aligned curricula, a student-centered learning environment, and opportunities for international exposure. The University offers Undergraduate and Post Graduate programs in its five Schools namely Ecole Centrale School of Engineering, School of Management, School of Law, Indira Mahindra School of Education, School of Media and Liberal Arts AND Centre for Executive Education.

The University has world class collaborations with Cornell Universities SC Johnson College of Business, Virginia Tech, Centrale Supélec, BABSON and University of Florida which serves inter-disciplinary learning through live industry projects and in-built flexibility of course choices, making the education very practical catering the needs of the students.



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