



Mahindra™
University
Global Thinkers. Engaged Leaders.

CENTRE FOR
EXECUTIVE EDUCATION

Developing Strategic Agility



Programme Overview

Strategy decisions taken by Senior Executives have long-term implications for the firm's future growth & profitability. In this programme, participants will learn advanced frameworks & concepts, for making strategic & organizational choices at the Business Unit Level. They would develop a working knowledge of the approaches that Senior Leaders use to resolve organizational issues, in formulating & implementing effective strategies. Participants will be equipped with the tools, skills & frameworks to allocate resources, measure performance, manage risk, and execute strategy. Participants will understand the common challenges that prevent or derail strategy implementation, and learn how to design systems & structures to meet their organization's strategic objectives, even under uncertainty.

Key Learning Takeaways

- Analyze strategic trade-offs across multiple strategic options.
- Applying frameworks, tools, goal-setting and tracking exercises to Strategic Initiatives.
- Evaluating and enhancing management of the core tensions in Strategy Execution: how to balance growth, profitability & control.
- Identifying and managing risks that could derail a successful strategy execution.
- Develop strategic agility, to deal with uncertainties and complexities encountered during strategy execution.

Modules Covered

1. Corporate Vision, Performance and Strategy

The intent of this session is to get senior managers to explore the connection between corporate vision and performance; and help them understand differences between strategy planning and execution. Participants will understand the difference between different types of strategies – what is planned, vs what happens, vs what emerges, and how to develop strategy at the divisional level.

2. Strategic Thinking

In this session participants will learn to understand the specific components that drive competitive advantage. They will learn to apply the strategic analysis frameworks in their own context. They will develop skills for formulating coherent & relevant strategies.

3. Managing Scale & Complexity

In this session participants will understand the VUCA world and how to Manage Complexity. They will understand the drivers of optimal decision making, under situations of complexity & uncertainty; They will also learn how to develop Strategic Agility: adapting strategies to changes in the market dynamics.

4. Building Organizational Alignment

In this session participants will understand the connection between strategy failure and organizational misalignment; they will practise developing a framework for organizational alignment.

5. Strategy in Action: Strategy Implementation under Uncertainty (Simulation)

In this session participants will learn by participating in a hands-on simulation; they run a company in competition with peer groups, and learn to analyse their blind spots in decision making under uncertainty. They develop the ability to plan and execute strategies in a 'turnaround' situation; during the Simulation, they understand the characteristics of an effective strategy execution plan, including a communication plan, metrics and milestones, flexibility, feedback to future plans, implications for commitment of people, money & operations, accountability & organizational structure.

Who should attend

The programme is intended for Senior Leaders heading different functions or business units, in large & medium size organizations, across different industries. Potential participants could be those who are responsible for planning and executing competitive strategies.

Pedagogy

Live online Sessions are run through Zoom. Three pedagogical approaches are deployed: Academic interaction & discussion, Group Work, Case Studies and Simulations. There would be live break-outs as required. Participants are given assignments before each session. Submissions / responses to the assignments are further discussed in class, and used in case-debriefing. These are short, punchy and designed to build on the session's learning.

To ensure constant engagement for participants, there would be seamless content sharing, questions, and interactions between delegates & faculty during the sessions. To ensure the application of frameworks & concepts learned throughout the session, a Simulation Exercise in groups is also included.

Programme Duration: 4 sessions of 3 hours each, delivered in live online virtual format, spread over 2 weeks.



FACULTY

Prof. Atul Nerkar

Atul Nerkar is a Visiting Faculty in Executive Education, at Mahindra University. He is Jeffrey Allred Distinguished Scholar, and Professor of Strategy & Entrepreneurship, at the University of North Carolina at Chapel Hill's Kenan-Flagler Business School, USA. Dr Nerkar was the former Associate Dean of the Executive MBA Evening and Weekend Programs at UNC Kenan-Flagler.

Prior to joining the Kenan-Flagler Business School, Atul was on the faculty at Columbia Business School and the Wharton School of the University of Pennsylvania. His academic qualifications include a Bachelors in Production Engineering from the University of Bombay, India and a Masters in International Business from the Indian Institute of Foreign Trade, New Delhi, India. Subsequently Atul worked with Unilever as a Manager in their Exports Group. After a brief stint at Unilever, Atul decided to return to academia and completed both a Masters of Arts in Managerial Science and Applied Economics and a PhD in Strategic Management from the Wharton School of the University of Pennsylvania. He is also a visiting faculty member at the Indian School of Business, Hyderabad and the Graduate School of Business at Seoul National University.

Atul is an award-winning teacher who has taught in a variety of programs globally, where the audience has varied from young executives to CEOs. He has worked and / or delivered custom programs on strategy formulation and execution, technological innovation and entrepreneurship for a range of organizations, (many of which are part of the Fortune 500) across the world across sectors that include Financial & Insurance; Manufacturing; Retail & Consumer Products; Chemicals & Materials; Energy; Healthcare, Pharmaceuticals & Bio-technology; Heavy Machinery & Equipment; Telecommunications; and Government

Atul's research focuses on how technology, innovation and entrepreneurship affect business and corporate strategy. He studies research productivity in organizations and the evolution of technological capabilities in the context of the pharmaceutical, chemical and optical disc industries. His current research examines the drivers of R&D success in the pharmaceutical, chemical and optical disc industries. In particular, he focuses on firms' patent portfolios and the evolutionary process underlying their development.

Atul is a thought leader in his field and sits on the editorial boards of top tier journals such as the Strategic Management Journal. He is also a Departmental Editor at the IEEE-Transactions in Engineering Management. His research has won awards such as the McKinsey Best Conference Paper award at the Strategic Management Society Meetings.

About 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.

The Mahindra University is a multidisciplinary, research-centric institution, founded with the core purpose of facilitating higher education that is empowering, transformational and application-oriented. The University has been established in a sprawling, green, 130 acres at Bahadurpally in Hyderabad. The University provides students with a modern lifestyle and a unique multi-cultural immersion in a predominantly green campus. The Lecture Theaters, Seminar Halls and Syndicate Rooms deploy state-of-the-art technology, to impart a multi-media, interactive learning experience to participants.

Executive Housing facilities on campus come with contemporary design, spacious & comfortable air-conditioned rooms. Sports are an integral part of the campus environment, with grounds available for almost all kinds of sports. The Library stocks over 13000 volumes on a wide variety of subjects. It deploys a Library management system with RFID indexing and inventory. It also has an E-Library with access to thousands of online resources, providing students and executives with free access to digitized academic journals.



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