



Mahindra™
University
Global Thinkers. Engaged Leaders.

**CENTRE FOR
EXECUTIVE EDUCATION**

General Management Programme

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Progamme Overview

For managers who have achieved significant success as functional experts, stepping up to a general management role can be a difficult and potentially risky transition. General managers need a comprehensive toolkit, in order to make this transition from a specialist to a generalist, a successful one.

General Managers need to understand the decision-making processes in functions other than their own; they should be able to think strategically, evaluate & implement investment decisions, that will contribute to the overall benefit of the Organization, rather than a particular function. They should have the necessary leadership competencies to motivate people, as also drive cultural change & transformation, to enhance the firm's competitiveness in the future.

The Programme is designed to equip participants with the insights & tools needed, for becoming successful in General Management roles. It will enable both current and potential leaders, to successfully face the challenges of growth & transformation, as Senior Leaders. It gives accomplished Functional Managers, a firm-wide perspective, and the right competencies, knowledge & perspectives needed, to succeed in Strategic Senior Management Roles.



Who Should Attend

This programme is ideal for high-caliber executives who are looking to expand knowledge beyond functional expertise, and also the scope of their influence, to deliver greater organization-wide impact.

Potential Participants could be:

- Senior Functional or Technical Managers, who are proven in their own functional areas, and about to make the transition to General Management
- Recently appointed General Managers
- Senior Executives with 10-15 years of work experience whose cross-functional responsibilities are significantly expanding
- Executives who are heading or soon will be leading a business or a major project
- Senior Executives with profit & loss responsibilities

Programme Features

Multi-disciplinary Perspectives

The Programme curriculum aims to equip participating executives, with the knowledge required to navigate challenges in their current businesses, as also create and renew competitive advantages over time. The Programme is delivered with a mix of In-campus Sessions and Live Online Modules, phased out over a 6-month period. The Modular Approach is also designed to provide participants, with the opportunity to apply the learnings & insights, to challenges at the work place, in their current roles.

CEO Insights

Participants will have the unique opportunity to hear from Business Leaders, over fireside chats, about key leadership lessons they have learnt, and how they handled key business challenges, to enhance Firm Competitiveness.

Executive Coaching & Individual Leadership Development Action Plan

The Leadership Modules in the programme, use the Emotional Quotient Inventory (EQ-i 2.0) Survey (world's leading measure of emotional intelligence); Faculty Inputs, Leadership Role Plays & Simulations, will help participants gain insights into leadership competencies necessary for driving cultural change, innovation and transformation. Also included are Group and one-to-one Coaching Sessions, facilitated by Executive Coaches, that will help participants identify their individual leadership styles, strengths and areas for improvement. The Executive Coaches will also help participants, to prepare their Personal Leadership Development Action Plan, to become effective as Senior Leaders.

Business Challenge Project (BCP)

Participants are encouraged to bring a Business Challenge they are facing in their current roles, into the Programme. During the Programme, participants will actively engage with their fellow participants and faculty, drawing on the learnings from the programme. Through this exercise, participants will develop the ability to listen and understand multiple, diverse perspectives about their challenge/situation, frame the problem statement, and develop a set of probable solutions. Reviews of the BCP, by the Programme Faculty, at periodic intervals, will enable participants to have an Action Plan for implementation in place, by the end of the Programme. This process will also enhance their connect with their GMP peers, for beneficial interactions/support in the future.

Programme Learning Objectives

- Developing awareness of global macro-economic trends & disruptive forces, and a better understanding of how to manage businesses in the disruptive digital age.
- Developing an integrated and comprehensive view of business, by discovering key linkages & interdependencies across different key functions, for effective decision-making
- Applying key frameworks & tools to develop a customer-centric, multi-channel marketing strategy
- Learning to make business/operating decisions, with a focus on financial value creation
- Developing a deeper understanding of key drivers for achieving operational excellence, to gain competitive advantage
- Sharpening Strategic Insight & Agility: Frameworks & Tools to think & act strategically, while making business decisions, to boost the firm's competitiveness
- Enhancing Leadership Capacity, for driving business strategy execution, and championing transformational change

Learning Methodology

The programme aims to bring together participants from diverse backgrounds, skills & experience, thereby enabling peer learning, in addition to interactions with the Faculty. Participants involve themselves actively in case study discussions, Role-plays, Groupwork, Simulations etc. They would benefit immensely through continuous learning & networking with peers, from different backgrounds, during the programme.

Programme Structure

The programme will be delivered in three phases spread across 6 months. Phase 1 and 3 will be delivered In-campus, and phase 2 will be delivered in live virtual format. Between the Learning Sessions, participants would be working on a pre-defined personal Business Challenge, with support and inputs from their peers & Faculty Mentors.

Programme Schedule:

- **Programme and context setting:** 1st week of July, 2023 (Live Virtual)
- **Phase-1:** 6 Days, 17 - 22 July, 2023 (In-Campus)
- **Phase 2:** 12 Sessions up to 3 hours each spread across August - October, 2023 (Live Virtual)
- **ALP Individual and Group reviews:** November, 2023 (Live Virtual)
- **Phase-3:** 5 Days, 4 - 9 December, 2023 (In-Campus)

Themes Covered in the Programme

1. Operational Excellence
2. Leading with Emotional Intelligence
3. Strategy Formulation and Implementation
4. Marketing Decision - Making in the Digital Era
5. Digital Transformation
6. Financial Decision Making and Value creation
7. Negotiation & Problem Solving
8. Design Thinking & Innovation
9. Executive Presence
10. Transformational Leadership



Operational Excellence

This module equips managers and practitioners with the concepts and best practices of Operations Management, in manufacturing and service sectors. Participants will develop an understanding of efficient and effective management of processes, resources, and competencies. They will develop a deeper understanding of operations, and how it is directly linked with organization's business strategy; They will understand the role of technology in the supply chain, how to develop & implement a high-speed supply chain strategy. Participants will also understand how to drive Process Innovation.

Leading with Emotional Intelligence (with Executive Coaching)

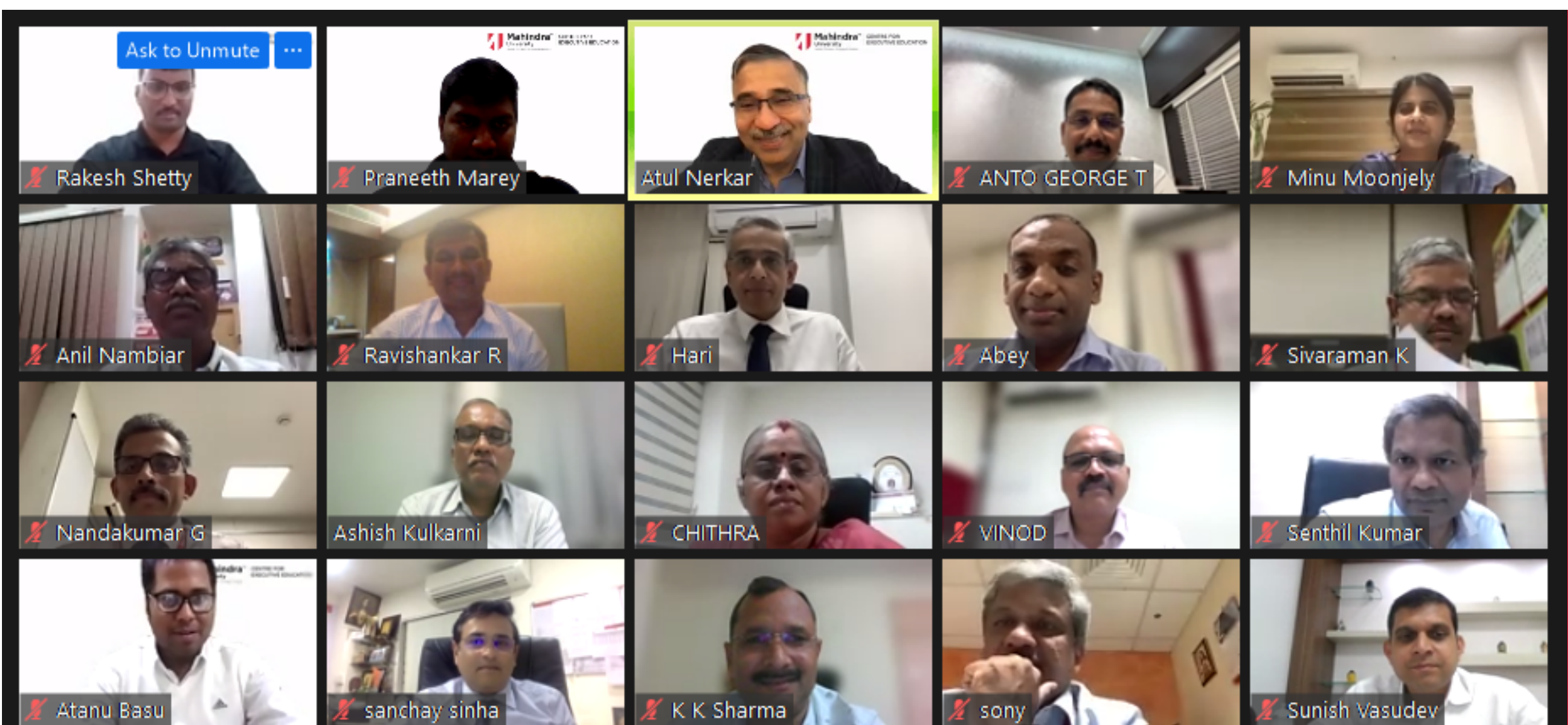
Emotional and social intelligence has emerged as the most critical predictor of future and sustainable success.

Leaders who have a high EQ enjoy a variety of benefits, including a heightened sense of self-awareness, an exceptional ability to understand others, a broad and diverse social network, greater motivation, and a higher social impact. Social Intelligence is a vital life skill that has been left largely unexplored in traditional modes. This gap has led to people becoming highly successful in their respective fields but with significant problems in social skills which causes them to withdraw from other people, events and situations, leading to deficits in productivity, success, and wellbeing.

This Module is designed to provide leaders with a new mindset and skill set to enhance their own leadership potential and enhance people's social skills, self-esteem, self-confidence, in incorporating key social skills and competencies in their repertoire.

Strategy Formulation and Implementation

Strategy decisions taken by Senior Executives have long-term implications for the firm's future growth & profitability. In this module, participants will learn to use advanced frameworks and concepts, for making strategic and organizational choices at the Corporate and Business Unit Level. Participants will be equipped with the tools, skills & frameworks, to allocate resources, measure performance, manage risk, and execute strategy. They will learn to analyse trade-offs across multiple strategic options, and how to manage the core tensions in Strategy Execution: How to balance growth, profitability & control. They will get exposure to identifying and managing risks that could derail a successful strategy execution. The module will enable participants to appreciate the steps to developing strategic agility, for effectively dealing with uncertainties and complexities encountered during strategy execution. They will get to apply the learnings in a Strategy Simulation setting.



Marketing Decision-making in the Digital Era

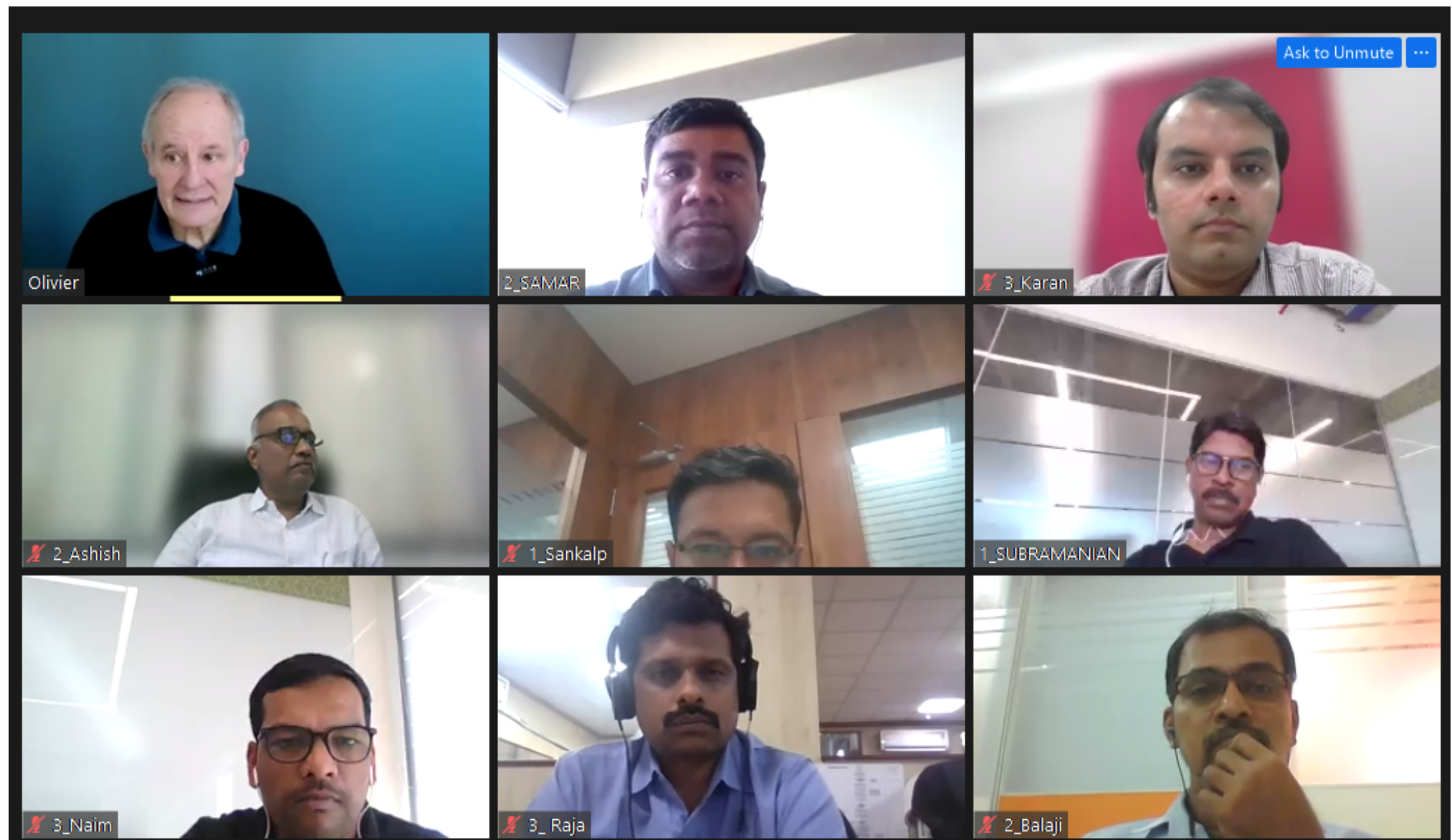
This Module equips managers from both marketing and non-marketing functions with the necessary fundamental marketing tools and knowledge required to deliver strategic growth across the business. Participants will understand the changing role of marketing in a Digital/Multi-channel world, how to evaluate changes in customer preferences & behaviours, as well as industry trends. They would learn how to adopt Customer-Centric thinking, and build a multi-channel marketing strategy for specific target segments. They would also learn to use marketing analytics, Metrics and KPIs, to measure the effectiveness and ROI of marketing efforts.

Digital Transformation

This Module provides a comprehensive framework & tools for understanding and implementing digital transformation in organizations. It provides insights into tools & techniques that can be applied across business units, to make the company's digital transformation complete, sustainable, and effective. In this module, participants will gain insights, from experiences in different industries in digital transformation. They will learn to key elements of a Digital Transformation framework, and Drivers for digital transformation. They will also get exposure to contemporary Digital Technologies, and learn how to implement Digital Transformation in their organizations.

Financial Value-Creating Strategies

It is important for senior managers to be able to judge the financial strength of their strategic and operational decisions. This module helps participants in understanding financial statements, analyzing a firm's financials and discovering its strengths & weakness, evaluating costing & pricing strategies, forecasting cash flows, identifying new financially viable investment opportunities, and understanding drivers for profitable growth. Participants will understand what entails value-creating Operating & Investment decisions, how to achieve Profitable Growth and Manage Risk, and the relationship between business decisions & financial performance / market value of the firm.



Negotiation & Problem Solving

The negotiation process is a part of every manager's day-to-day interactions with stakeholders inside and out side the organization. Participants will learn concepts, principles, and frameworks for effective negotiation. It will help them to reflect on their own negotiation style, and how it impacts others interacting with them

Design Thinking & Innovation

This Module enables participants learn how to deepen their customer empathy, so as to come up with additional innovative ideas that can drive business growth. Participants will learn to make design thinking a regular part, of how they approach innovation & growth challenges in their organizations. Participants will gain exposure to the Philosophy and Process of Design Thinking, Observing Customer Behaviour, Drawing Insights from Customer Behaviour, and Rethinking & Innovating the Business Model, by applying Customer Insights.

Executive Presence

This provides the necessary tools to develop an impactful presence through the strategic application of persuasive techniques, including personal growth, building a diverse network, and effectively communicating the vision.

Participants will learn how to enhance mindset & behaviours, to become an impactful leader, shaping the ability to advance their strategic agenda, building & maintaining authentic connections, and constructing a narrative to communicate their vision, strategy and goals

Transformational Leadership

This Module will enable the understanding of how to create, foster and manage organizations in which people thrive and perform at their best. Participants will understand the necessary capabilities of leaders that enable them to handle various challenging situations arising in the complex organizational/market scenario. They will learn the key attributes of Transformational Leadership such as understanding core mindsets, developing powerful thought patterns, conquering destructive urges, understanding and unleashing one's full potential. The module would allow the participants to understand the difference between influencing people to merely get the work done versus their ability to inspire different stakeholders by their own Personal Power, rather than Positional Power

Programme 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. Atul 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.

Prof. Medini Singh



Medini Singh is a visiting faculty in Executive Education at Mahindra University. He is also one of the most popular teachers at Columbia Business School, measured in terms of demand for courses and students' evaluation. He teaches a variety of courses in Columbia's MBA and Executive MBA programs, including the core course in Operations Management and electives in Supply Chain Management, Operations Strategy and Managing Service Operations. He also teaches regularly in executive education programs in top institutions in U.S., China, India and Latin America. Professor Singh is a member of the advisory board for the W. Edwards Deming Center for Quality, Productivity and Competitiveness. His research focuses on service and supply chain design, both at tactical and strategic level. Professor Singh holds a B.E. in industrial engineering from the Indian Institute of Technology, Roorkee (India) and an M.E. in mechanical engineering, an M.S. in manufacturing and operations systems and a Ph.D. in industrial administration, all from Carnegie Mellon University, Pittsburgh.

Programme Faculty

Dr. Ramakrishna Velamuri



Ramakrishna Velamuri is Professor and Dean, School of Management, Mahindra University. He was previously Chengwei Capital Professor of Entrepreneurship and Chair of the Strategy Entrepreneurship Department at the China Europe International Business School (CEIBA). He served as the Academic Director of the CEIBS Center for Entrepreneurship & Investment and of the CEIBS Global EMBA Program. Prior to joining CEIBS in 2007, he worked for four years on the faculty of IESE Business School in Spain, where he was the Academic Director of the Global EMBA Programme. He is a visiting professor at the Indian School of Business (ISB), Frankfurt School of Finance and Management, Bocconi University, and has taught at business schools in the US, Germany, Spain, Mexico, Peru, Uruguay, Egypt and Nigeria.

<https://www.mahindrauniversity.edu.in/faculty/ramakrishna-velamuri>

Prof. Olivier Tabatoni



Olivier Tabatoni is a visiting faculty in Executive Education, at Mahindra University. 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, including the Kellogg- WHU Executive MBA Best Teacher Award. 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.

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Programme Faculty



Prof. Rajeshwar Upadhyaya

Rajeshwar is a visiting faculty in Executive Education at Mahindra University. He is currently the Dean of Academy of Applied Emotional Intelligence (AAEI) an organization that drives transformational learning and is based out of Mumbai (India). He has also been a visiting faculty in Executive Education at ISB, KAIST, LBSNAA, SVPNPA, NAIR, IIPA, NISA. Rajeshwar has over 28 years of industry and consulting experience. He has consulted for business houses in India, South East Asia, and the USA. He has taught over 48,000 executives across Government, Public Sector, Private Sector. Participants in his programmes included executives from ESADE Business School, EADA, Spain, ESTM, Germany and RSM, Erasmus University. He also taught at School of Finance and Management, Oxford Brooks University, UK, Thunderbird, USA and SKOLKOVO Moscow Institute of Management, Russia.

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Dr. Pradeep Racherla

Pradeep Racherla is a Professor of Marketing and Head of the Department (Digital Technologies) at School of Management, Mahindra University. He is a digital Transformation/Strategy consultant and trainer, and worked with several multi-national firms and start-ups in India and the United States.

Prior to joining Woxsen, he was the Gene Edwards Professor of Banking and Assistant Professor of Marketing at West Texas A&M University. He received several awards and honors for his research and teaching. His 2015 research article was recognized as one of the Top 50 most downloaded and cited works across 500 business journals in the world (Emerald Citation of Excellence).

<https://www.mahindrauniversity.edu.in/faculty/pradeep-racherla>

Programme Faculty



Prof. Srinivasan Ranganathan

Prof Ranganathan (Ranga) is a visiting faculty of Leadership in Executive Education Programmes at Mahindra University. He comes with more than 20 years of Leadership Teaching, Coaching and Mentoring Experience. Ranga enables leadership transformations at senior management levels through focused training & consulting assignments for global organizations, operating in India, alongside coaching senior professionals from select corporate houses in India on visioning and growth strategies. He has taught in Programmes for Senior Executives from both Public/Private sectors, and across different industry verticals. Ranga also guides several NGOs that contribute immensely to the social sector in the areas of child adoption, destitute women rehabilitation, old-age homes, drug deaddiction etc. He and his wife (Meena) run their own NGO, in the name of Inside-Out Foundation, with an intent to contribute towards rebuilding India.

<https://www.mahindrauniversity.edu.in/srinivasan-ranganathan>



Dr. Srinivas Pingali

Srinivas Pingali is a Professor of Practice at Mahindra University - School of Management. His areas of expertise include Marketing, Digital Transformation and Innovation. He has varied experience in product development and innovation, sales and marketing, market research and business operations. Srinivas has received several teaching awards.

Dr. Pingali is a well-regarded expert in the area of Digital Transformation and is a regular speaker at public forums. He has conducted several corporate programs on digital transformation and entrepreneurship. In his corporate career, Dr Pingali has the unique distinction of never holding a role that existed before he created it.

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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 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.



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