



**Mahindra™**  
University  
Global Thinkers. Engaged Leaders.

CENTRE FOR  
EXECUTIVE EDUCATION

# Developing a Strategic Mindset

Creating and sustaining Competitive Advantage



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# Programme Overview

Designed to help companies enhance their strategic depth, this Programme prepares Senior Leaders, to lead a smarter, more agile and innovative organisation, that can adapt to new realities and thrive in a highly competitive business landscape. With the right-thinking frameworks and tools to leverage the firm's competitive advantage, participants will be able to craft and execute multi-disciplinary strategies that help deliver value to the business. The Programme aims to infuse thought leadership into their businesses and functions, and execute on their strategies, by leveraging & influencing, both external & internal resources, and delivering results.

This Programme introduces executives to current tools in strategic analysis, market analysis, profit drivers and functional strategies. Interactive discussions on real-world business challenges that they have faced, will help the group learn from collective experience, gather insights, and predict future trends that can impact them. Participants can also learn how to play a critical role in introducing & implementing changes in the organization, and in their respective business/functional areas. The Programme focuses on deepening strategic thinking and execution orientation, at the senior management level.

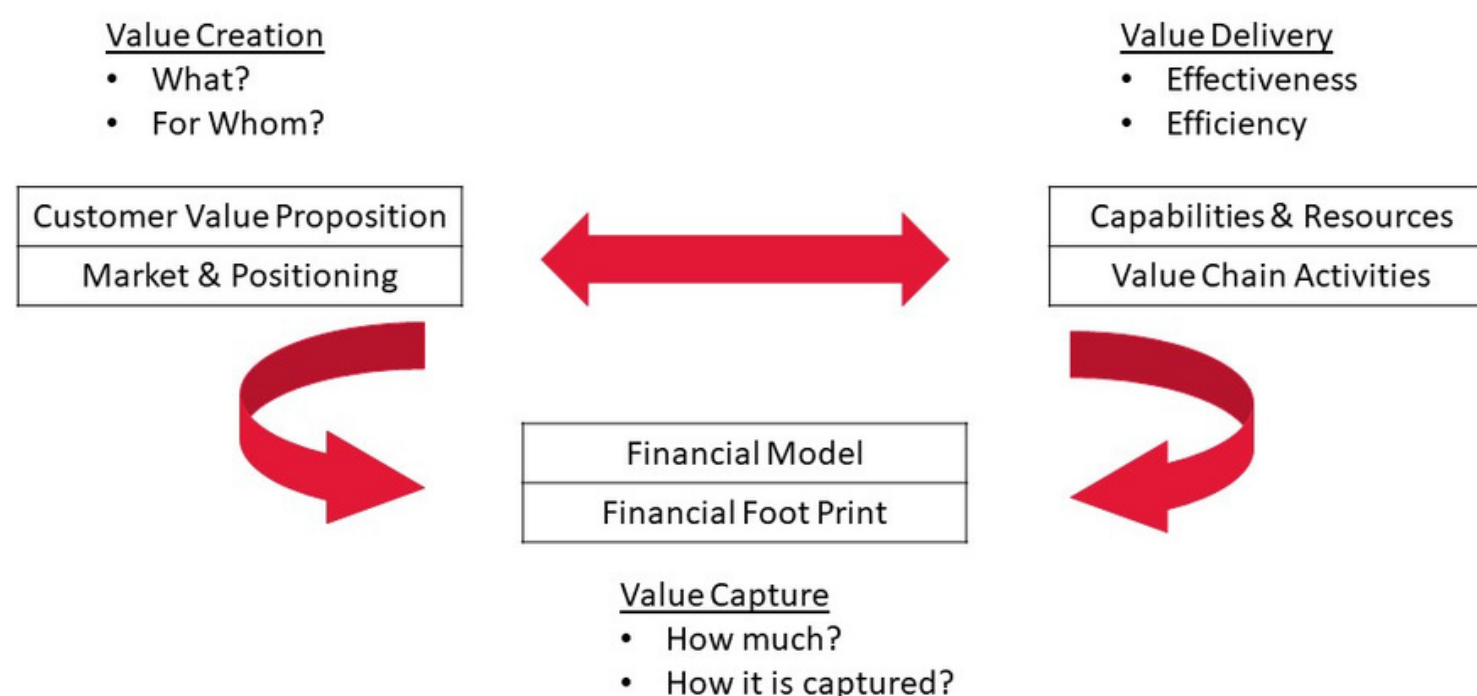
## Programme Learning Objectives

- Understand the cognitive and practical obstacles to craft and execute winning strategies
- Learn the key elements of strategy execution and understand how they need to be aligned to achieve success in execution
- Know how to create an appropriate organisational architecture and culture to facilitate the execution of a chosen strategy
- Understand different leadership styles and how they affect a firm's performance

## Key Topics Covered in the Programme

- Understanding Industry dynamics; Strategic positioning
- Value Creation, Value Delivery, and Value Capture aspects of Business Unit Level Strategies
- Value Orientation vs Price Orientation in Strategy
- Strategic Change from Cost Leadership to Differentiation
- Linkages between Strategy & Growth
- Corporate or Multi-Business firm Strategy
- Innovation as a key lever for strategic growth and disruption
- Role of technology in disrupting traditional models
- Strategy Implementation through linking of Strategy Execution & Organization
- Decision-making for bridging the gap between Strategy Formulation and Strategy Execution

### Strategic Positioning





## FACULTY

### Prof. Srinivasa Rangan

Dr. Rangan holds the Lukšić Chair Professorship in Strategy and Global Studies at Babson College in the United States. His teaching, consulting, and research focus on competitive strategy, globalization, and alliances. His current research deals with the globalization of Indian, Chinese, and Brazilian firms, their use of acquisitions and alliances, evolution of industries and firm-level strategies, and the impact of national business systems on them. He is also a fellow at Legatum Institute, a major think tank in London

Dr. Rangan has held research and faculty positions at IMD, Harvard Business School, and Tulane University. He has been recognized for both teaching excellence & scholarly accomplishment, and has been awarded several times for outstanding teaching. He also worked with Professor Porter of HBS to advise the Indian government on the economic development policies to pursue in order to ensure national competitiveness following the government's decision in the 1990s to liberalize the economy.

Dr. Rangan has been a consultant to and a designer/deliverer of executive programs for several firms. He has taught in several such programs at Babson, Helsinki School of Economics, Stockholm School of Economics, Tuck School (Dartmouth), Rotman School (Toronto), and Indian School of Business, working with senior managers from North and South America, Europe, and Asia. These include firms such as: AAMO, ACMA, Aditya Birla Group, Allied Domecq, Biotech Council of Massachusetts, Constantia, Entergy, Expolanka, Gammon India, GE, HDFC Life, Haemonetics, Holcim, IBM, Infineon, Intel, L&T Finance, Novartis, Nypro, Olam, ONGC, PDVSA, Panasonic, Pitney-Bowes, Siemens, State Bank of India, TCIL, Telenor, TVS Motors, and Wipro.

Dr. Rangan is the co-author of three books (Strategic Alliances: An Entrepreneurial Approach to Globalization, 1995; Capital Rising, Palgrave Macmillan, 2010; and Thriving in the 21st Century Economy: Transformational Skills for Technical Professionals, 2013) and the co-editor of a fourth (Global Strategies for Emerging Asia, 2012). He is also the author of several best-selling case studies.

Dr Rangan holds an MBA from IMD, Switzerland and DBA from Harvard University

## Programme Details

**Programme Dates: 21-22 August 2023**

**Programme Duration: 2 Days, In-Campus**

**Programme Fee: Rs. 35,000/- + GST Per Participant**



# 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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