



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

**CENTRE FOR  
EXECUTIVE EDUCATION**

# Global Strategy

Planning & Implementation

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# Overview

Even as several firms seek to take advantage of the opportunities in the global market, they are also faced with increasing competition in their domestic market (often by Global players), and the need to meet multiple challenges posed by Globalization. This custom-designed programme is designed to help participants, understand & respond to these challenges, and effectively leverage their strengths & opportunities.

The programme contents draw from experiences in countries that are now well integrated in global marketplace, as well as experiences of companies, that have successfully addressed some of the Globalization challenges. The programme is designed to enable participants to systematically explore the local & global opportunities, and their implications for forging a growth strategy for the business. Along with global opportunities, come strategic challenges that need to be effectively addressed and managed.

The programme will cover key issues dealing with: understanding industry dynamics; strategic positioning; the value creation, value delivery, and value capture aspects of business strategies; value orientation versus price orientation in strategy; strategic change from cost leadership to differentiation; globalization of strategy and emerging markets; linkages between strategy and growth; linking strategy execution and organization; and decision making for strategy execution.





## For Whom

Senior Executives who are playing large roles which are regional in scope, or are leading key Businesses / Functions (CXOs) currently, and responsible for driving the future growth of the organization, through leveraging global opportunities.

## Programme Outcomes

The programme will help participants develop in-depth understanding on issues relating to formulation, execution, and evolution of global strategies. They would also get a fair idea of how to pursue global growth opportunities, through cross-border acquisitions, alliances, JVs etc. The delegates would learn how to successfully drive domestic industry transformation, with an understanding of the globalization challenges. Participants will learn to execute their strategies, by leveraging & influencing external & internal resources, effectively.

## Key Topics Covered

- A Framework for Understanding Strategy: What, Why and How
- Strategy, Ecosystem and Capabilities
- Industry Transformation & Globalization
- World as a Market: Going Global, Cross-Border M&As, Alliances, JVs
- Leading the Transformation into a Global player: Leveraging Capabilities, Creating & Managing a Global Organization; De-risking Strategies
- Driving Strategic Change





# Module-wise descriptions

## Day 1

### **Module 1: The Concept of Strategy**

- Value Creation, Value Delivery, and Value Capture
- Positioning and Competitive Advantage
- Sustainability of Advantage

### **Module 2: Strategy, Ecosystem and Capabilities**

- Evolution of Industry Structure and its Implications for Strategic Positioning
- Nature of Sustainable Advantage
- Challenge of Reinvigorating Competitive Advantage through Innovation

## Day 2

### **Module 3: Evolution of Strategy**

- Strategy Evolution: Competencies and Capabilities
- Competitive Advantage and Sustainability
- Growth Strategy as Process and Implementation

### **Module 4: Growth through accessing Global Markets**

- New business opportunities facing Multinationals in emerging markets
- Roles that a subsidiary can play within a multinational enterprise's global network
- Market attractiveness of technological innovations
- New Business Models to drive Global Growth

## **Day\_3**

### **Module 5: Acquisitions and Alliances for Global Growth**

- Strategic Logic of Acquisitions
- Managing Acquisitions
- Leveraging Alliances and Acquisitions

### **Module 6: Creating and Managing a Global Organization**

- Translating strategic imperatives into capabilities imperatives
- Strategizing and Organizing for the World
- Building capabilities from scratch
- Trade-offs between short-term and long-term objectives

### **Programme Details**

**Programme Dates:** 23-25 August 2023

**Programme Mode:** In-Campus

**Programme Fee:** Rs. 50,000/- + GST Per Participant





## Faculty

### Prof. Srinivasa Rangan

Dr. Rangan is a visiting faculty in Executive Education, at Mahindra University. He 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, Bosch Engineering, SAP Labs, John Deere India, Abbott Labs 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.



## 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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