



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

**CENTRE FOR  
EXECUTIVE EDUCATION**

# **Developing Financial Acumen** for Senior Executives



## Programme Overview

It is important for Senior Managers to be able to judge the financial strength of their strategic and operational decisions. This programme provides a concise overview, of how managerial decisions Impact market value for an organisation, and how value creation impacts the day-to-day life of managers. Through the use of a Business Simulation & Case Studies, the programme helps participants in understanding Financial Statements, interpreting them to identify a firm's strengths & weakness, evaluating costing & pricing strategies, forecasting cash flows, identifying new financially viable investment opportunities, and understanding drivers for profitable growth.

## 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
- Making managers of different functional backgrounds, comfortable with a common financial decision-making framework
- Appreciation of decision making processes of various investors and the effects of their actions on the organization

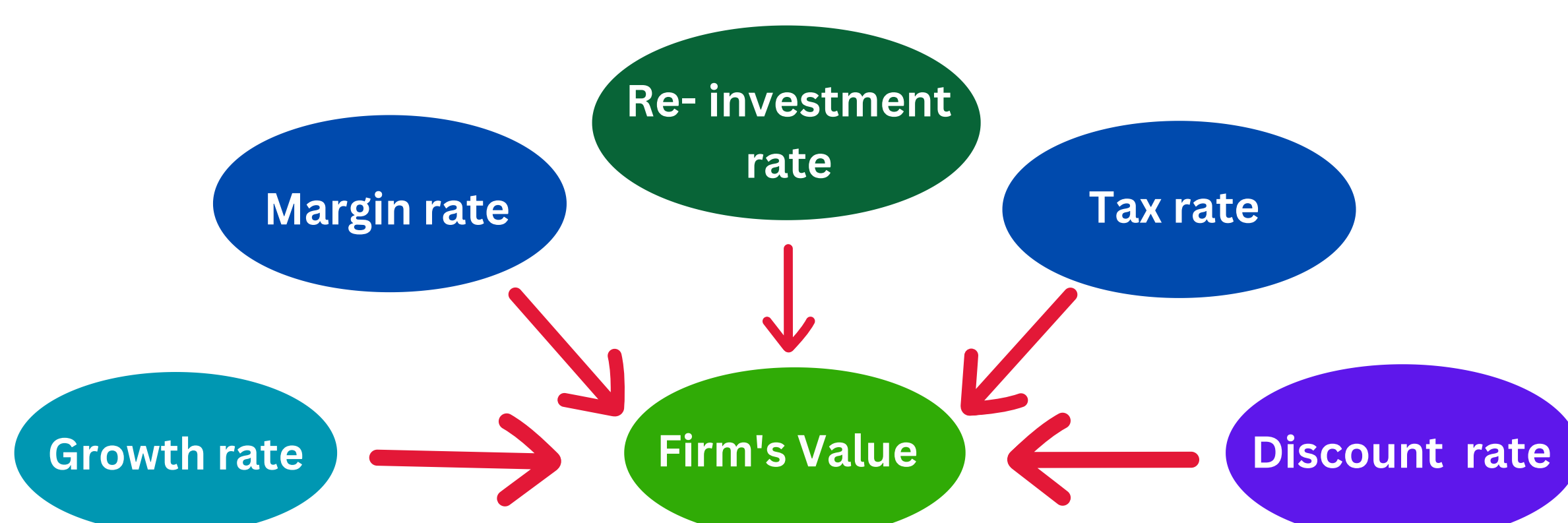
## Key Topics Covered

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

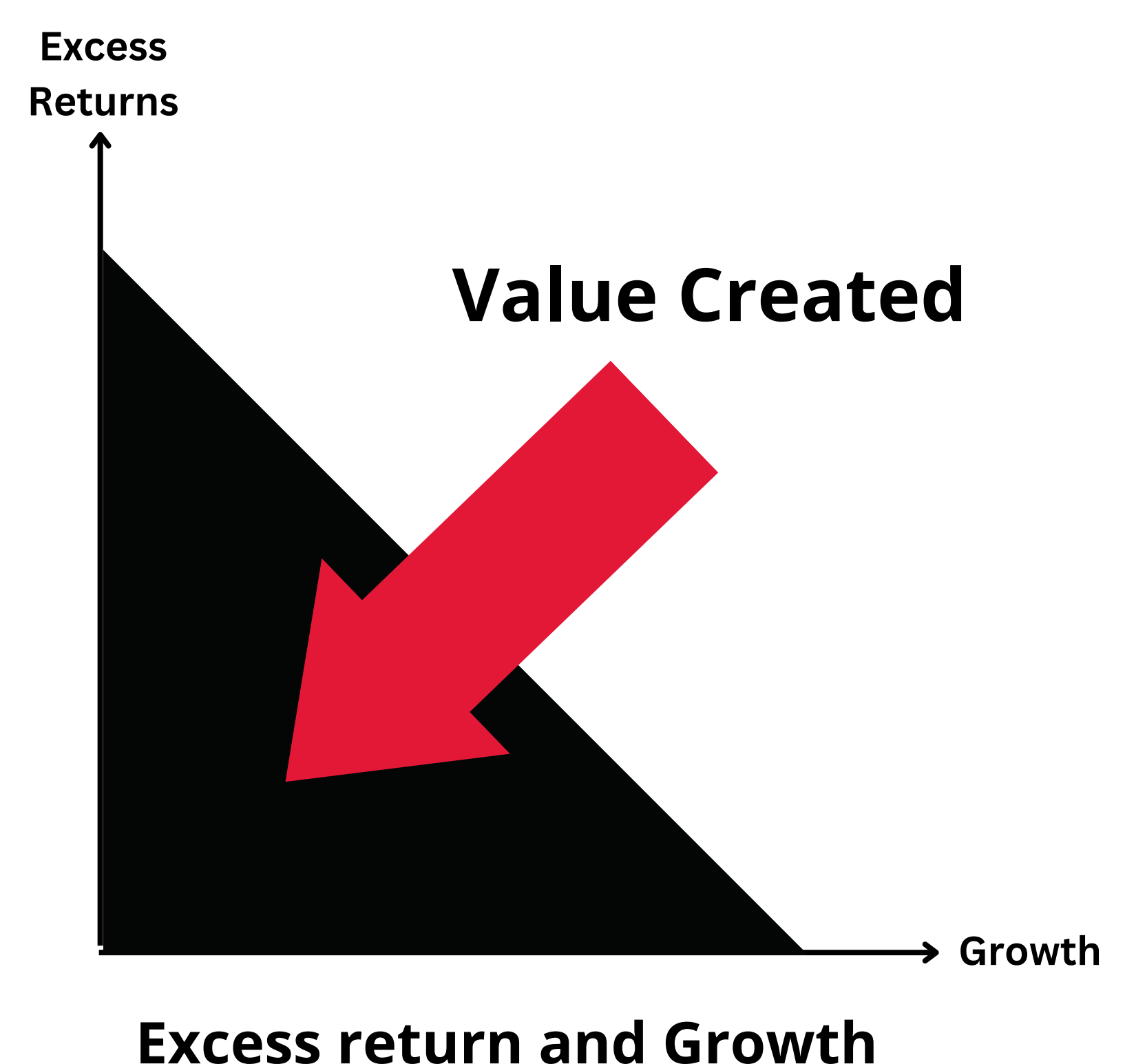
## Learning Methodology

- 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



# Session Details

## 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 Details

## 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

### Testimonials from the past participants:

- It was a good practical session
- The knowledge, experience, and methodology used for presentation by the faculty are very good
- The way the information was shared by the organizing university is excellent and useful



## 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 Details

**Programme Dates:** February 2026(TBC)

**Programme Duration:** 4 Live Virtual Sessions of 2 hours each

**Programme Fees:** Rs. 60,000/- + 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, Centre for Sustainability, School of Design and Innovation 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.

## Some of our Clients



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