



# IIM

भारतीय प्रबंध संस्थान विशाखपट्टणम  
Indian Institute of Management Visakhapatnam



**PRIME YOURSELF FOR A LEADERSHIP ROLE**

## **Executive Certificate Programme in Advanced Strategic Management**

12 Months | Blended | ₹1,97,400 + GST

# Strategic Management

Strategic management is the systematic analysis of an organisation's internal and external environment that leads to the development of a definitive and planned course of action. The modern competitive environment warrants an iterative approach to strategic management where execution informs planning and planning guides execution.

Strategic management integrates traditional management activities into a broader context, considering the external environment, internal organisational capabilities, and an organisation's overall purpose and direction.

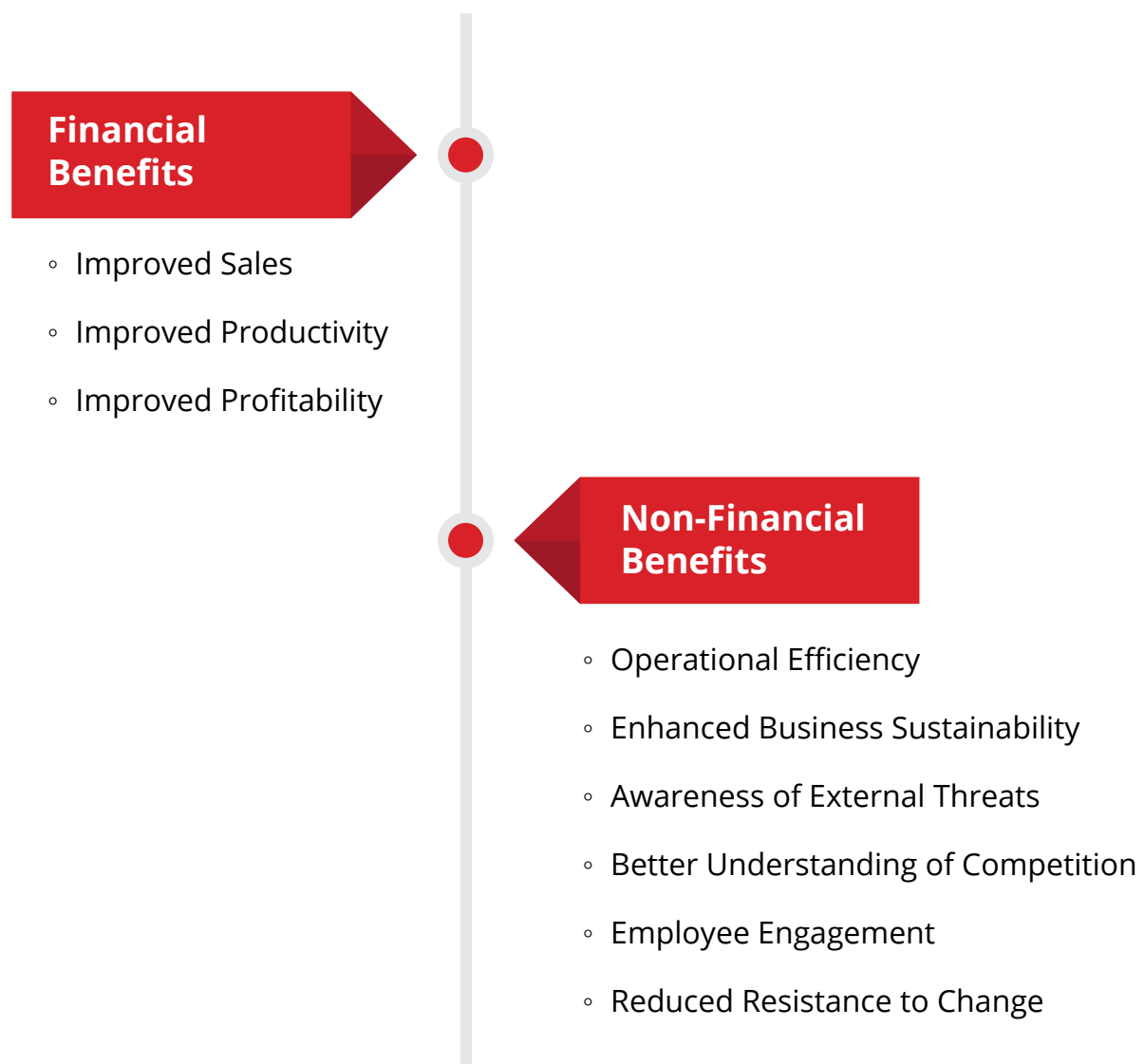
## Strategic Management Phases



# Primary Purpose of the Strategic Management Process

The primary purpose of the strategic management process is to help the organisation achieve a sustainable competitive edge. Effective strategic management creates value for the organisation by focusing on and assessing opportunities and threats, and leveraging its strengths to help it survive, and thrive.

## Strategic Management Benefits



*Strategic Management is a constant culture of appraisal that a business adopts to outdo the competition. A thorough understanding of the process and various tools, techniques, and frameworks will help drive organisational change.*

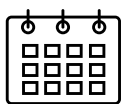


## Programme Overview

Globalisation, consumer orientation, and cost-consciousness characterise the current business environment. Thus, making it imperative for businesses to adopt business strategies suited to the changing business environment. Organisations need to plan, monitor, analyse, and assess all the requirements to achieve their goals and objectives. Advanced strategic management focuses on how strategies should be developed and put into practice across all business verticals and align them with the organisational vision.

With **IIM Visakhapatnam's Executive Certificate Programme in Advanced Strategic Management**, you will gain a deep understanding of how firms compete by engaging with advanced analytical approaches. It also teaches you about building and implementing advanced strategies, organisational communication, and mitigation of business risks.

## Programme Highlights



Comprehensive and contemporary 12-month programme for aspiring leaders



Enhanced learning with diverse peer group



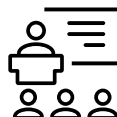
IIM Visakhapatnam Alumni status



CeSim Simulation Software to recreate realistic business scenarios



3 days of campus immersion



Case discussions with faculty

## Learning Outcomes



Learn to analyse environmental factors and how to formulate strategies



Gain a deep understanding of how firms compete by engaging with critical analytical approaches that underlie the domain of strategic management



Examine, apply, and evaluate the various types of generic business/corporate strategies firms adopt and strategic choices/decisions firms make to gain and sustain competitive advantage



Synthesise various aspects of strategy implementation and evaluate strategy implementation as essential to successful strategic management

# Programme Curriculum

## Module I: Industry Analysis

Competitive forces, environmental analysis  
Introduction to Strategy - Past-Present-Future  
Strategic Consulting and Strategic Planning  
Industry Analysis  
Economic Foundations of Strategy

- The Critical Concepts of Economics
- Fundamentals of Supply and Demand
- Economics of Uncertainty
- Capital, Interest, and Profits
- An Overview of Macroeconomics
- Economic Growth

## Module II: Business Strategies

Strategy Formulation, Resource Analysis, Cost Competition, Differentiation, Platform Business Models

- Foundations of Strategy Formulation
- Planned vs Emergent Strategy
- Environmental Uncertainty and Strategic Planning
- Scenario Planning
- Firm Resources and Capabilities
- Value Creation and Value Chain
- Competitive Advantage
- Competitive Strategy
- Business Strategy in a Globalised, Digital, and Highly Regulated World

# Programme Curriculum

## Module III: Strategy Process

Planning, Strategic Change, and Implementation

- Balanced Scorecard
- Strategy Implementation using Analytics
- Strategy and Organisational Structure
- Strategy and Organisational Culture
- Strategy and Organisational Communication
- Implementation Risks and Mitigation
- Business Models of the Future
- Digital Transformation Strategies

## Module IV: Resilience

Sustainability, ESG Trends, Digital solutions, Short-term vs Long-term

## Module V: Corporate Strategies

Diversification, Vertical Integration, Mergers and Acquisitions, Strategic Alliances

- Corporate Diversification Strategy
- Achieving Growth through Acquisitions
- Making Strategic Alliances Work
- Internationalisation Strategies

## Module VI: Functional Analysis

CAPSTONE Simulation

## Module VII: International Business

Global Strategies, International Trade Theories, Nation Competitiveness, Market Entry Strategies

# Programme Curriculum

## Module VIII: Leadership and Strategy

- Strategic Leadership and Change Management
- Leading High-performance Teams
- Leading Organisations into a New Paradigm/Growth Strategy

## Module IX: Corporate Governance and Entrepreneurship

Corporate Governance Codes – Global and India  
Entrepreneurship and Intrapreneurship

## Module X: Innovation

Knowledge Management, Concept Generation and Evaluation, Launch

- Types of Innovation
- Corporate Entrepreneurship
- Lean Methodology
- Jobs-to-be-done and Outcome-driven Innovation
- Blue Ocean Strategy
- Open Innovation

## Module XI: Design Thinking

Design Thinking Framework, Challenge Framing and Ideation, Tools and Techniques, Prototyping and Test Cycles

## Module XII: Digital Disruption and Innovation

Technology Disruption and Innovation, Industry 4.0/Web 3.0 - AI, ML, IoT, Blockchain, FinTech, Strategy and Innovation in the Wake of Disruption



## Pedagogy

The teaching approach will be highly interactive leveraging technology and deploy diverse pedagogical tools and techniques. However, it will be driven predominantly through case-based discussions. These discussions will simulate real-world decision-making within the classroom.

## Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) mode that can be accessed by learners on their desktop, laptop, tablet, or smartphone.

### Duration

12 months

### Schedule

Saturdays:  
6.45 p.m. - 9.45 p.m.

## Campus Immersion

There will be 3 days of campus immersion at IIM Visakhapatnam.

The in-campus modules are subject to the conditions that prevail at that point of time. These conditions pertain to the pandemic or other unavoidable reasons. In case the on-campus module is not confirmed due to COVID-19 situation, the same will be included in the total number of online sessions.



## Eligibility Criteria

- Diploma (10+2+3)/Graduate (10+2+3)/Post Graduate degree in any discipline, from any recognised university
- At least 3 years of full-time work experience\* post completion of the qualifying examination

*\*Internships and training experiences will not be considered as part of full-time work experience.*

## Who Should Attend?

The programme is ideal for mid to senior-level professionals aspiring for a management or leadership role, with a desire to be a part of organisational decision-making.

## Admission Criteria

The selection will be based on candidate's profile evaluation, subject to meeting eligibility criteria.

## Attendance Criteria

A minimum of 75% attendance is a prerequisite for the successful completion of the programme.



## Assessment & Evaluation

The performance of participants will be monitored on a continuous evaluation basis through class participation, quizzes, assignments, written tests, examinations, and a group project. The participant is required to score minimum marks/grades as decided by the Institute from time to time to complete the course.

### Weightage

- Class participation -15%
- Quizzes – 60% (12 quizzes – one for each module)
- Group project – 25%



*Disclaimer: All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Visakhapatnam.*

## Certification & Alumni Status

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded a 'Certificate of Completion'
- Successful participants will also be accorded IIM Visakhapatnam Alumni Status

## Programme Directors



**Prof. Amit B Chakrabarti**

Asst. Professor,  
Strategy Area,  
IIM Visakhapatnam

Prof. Amit comes with a varied industry experience of more than eight years and teaching experience of more than six years. After he graduated from Jadavpur University, he started his professional career in a start-up firm. Subsequently, he completed his MBA from the Indian Institute of Management Bangalore in 2004 and joined a retail consultancy organisation, KSA Technopak. Later he joined Indian Oil Corporation Ltd, where he completed assignments in retail sales, corporate communication, and consumer sales. He returned to academics after completing his PhD at the Indian Institute of Management Calcutta. As part of his academic assignments, he worked at the Indian School of Business Hyderabad and TAPMI before joining the Indian Institute of Management Visakhapatnam. He is one of the founding faculty members at IIM Visakhapatnam. Recently, he completed the Global Colloquium on Participant-centered Learning at the Harvard Business School. Prof. Amit regularly publishes in international journals and participates in leading management conferences worldwide. His research interests lie in ownership and its influence on strategy and firm performance. He is also active in the executive education space, having recently conducted programmes for some of the leading corporates in India.

## Programme Directors



**Prof. Deepika Gupta,**  
Asst. Professor,  
Strategy Area,  
IIM Visakhapatnam

Prof. Deepika Gupta is the recipient of Visiting Research Fellowship (2022-23) from Gordon Institute of Business Science (GIBS), University of Pretoria, Johannesburg, South Africa (a triple crown accredited Institute). She was awarded the C. K. Prahalad Prashasti for Corporate and Social Strategy 2022 for research focus on Cultural Entrepreneurship & Intellectual Property. This award was conferred by ReTHINK INDIA that honoured eminent figures in Corporate & Social Strategy to celebrate their strategic contributions toward Aatmanirbhar Bharat. She is currently a member on AIB South Asia Chapter leadership team. She publishes and reviews for various national/international conferences and reputed journals. She has almost 12 years of industrial experience in organisations like Bombay Stock Exchange Ltd. She teaches courses like Competition & Strategy, Business Government & Society, Innovation and New Product Development, Corporate Governance, Legal Aspects of Business, and Strategic Tax Management for various programmes like PGP, PGPEX, PGPDGM and others at the Institute.



**Prof. Karthika S,**  
Asst. Professor,  
Strategy Area,  
IIM Visakhapatnam

Prof. Karthika S is a faculty in the area of strategy at IIM Visakhapatnam. She holds a PhD from IIM Bangalore and a PGDM from IIM Tiruchirappalli. Prior to her PhD, she held managerial positions at Tata Power and later at, Amrutanjan Health Care Limited. Her research interests lie in the areas of process research and business resilience. Her research so far has been into long histories of organisations using case studies and temporal bracketing. She has published a case study with IIM Bangalore-Harvard Business School Publishing and is in the process of writing several more. She teaches courses like Competition & Strategy and Building Resilient Organisations at IIM Visakhapatnam.



## Programme Fee

Particulars	Amount (₹)*
Application Fee	2,500
<b>Total Fees (Including Application Fees)</b>	<b>1,97,400</b>

Note:

- \*All fees are exclusive of applicable taxes
- All fees will be collected by BCCL
- In case an Applicant's profile is rejected by the Institute, then the initial amount paid on the registration shall be refunded subject to a deduction of ₹2,500 (Rupees Two Thousand and Five Hundred Only) by way of administrative charges
- This is with reference to the refund of the Processing Fees. Please note that the Processing Fee shall not be refunded in the following circumstances:
  - In case the candidate rejects the offer issued by the Institute; and
  - In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled

## Instalment Schedule

Instalment	Date	Amount (₹)*
I	At the time of Application	10,000**
	Within One Week of Offer Letter Roll Out	43,400
II	25 <sup>th</sup> April 2023	47,500
III	10 <sup>th</sup> June, 2023	47,500
IV	10 <sup>th</sup> August, 2023	49,000

\*All fees are exclusive of applicable taxes

\*\* Includes application fee of ₹2,500. The amount of ₹10,000 is refundable in case the participant's profile is rejected by IIM Visakhapatnam

## Programme Timelines

Application Closure Date	19 <sup>th</sup> February, 2023
Programme Start Date	4 <sup>th</sup> March, 2023
Programme End Date	March 2024

**APPLY NOW** 



The **Indian Institute of Management Visakhapatnam (IIMV)** is a new generation IIM, set up by the Government of India in September 2015. The Institute is located in its temporary, but state-of-the-art facility in the salubrious Andhra University campus in the 'City of Destiny', Visakhapatnam. A world-class campus on approximately 241 acres of land is well under way to completion located about 25 kms from the present (temporary) campus. The permanent campus is expected to be fully operational by the end of 2022.

Composed of distinguished alumni of IIMs, IITs, and other premier institutions of India and abroad, the faculty at the IIM Visakhapatnam has impressive academic and research credentials. This cohort is complemented by visiting faculty and experts from the industry.

The Institute is constantly expanding its activity profile in scale and scope, offering distinctive academic and research programmes to meet the current and emerging opportunities in the industry and the government. Reinforcing its credibility as a knowledge-driven entity, the Institute aims to rank among the top 20 business schools of the country, in the next five years.

The Institute looks forward to attaining standards of global excellence as enshrined in the IIM Act 2017, through its high-quality academic, research, consulting, and capacity building initiatives, winning and sustaining in the process, the trust and confidence of all stakeholders.



Visakhapatnam is a picturesque port-city on the east coast of India ranked amongst the cleanest cosmopolitan cities in the country. A popular tourist destination bounded by a beautiful beach on one side and a majestic mountain-range on the other, the vibrant city is well known for its heritage and hospitality; culture and cuisine; tradition and talent; trade and technology; innovation and industry; entrepreneurship and enterprise. Visakhapatnam is a base to several large, medium, and small companies (public and private) in the core sectors like energy, financial services, infrastructure, IT, pharma, etc., as well as the headquarters of Eastern Naval Command of the Indian Navy.



विद्या परं दैवतम्



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Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.



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