



ITEC / SCAAP/TCS Colombo Plan Course FY (2018 – 19)

**Certificate Course in Strategic Management and
Sustainable Development for Emerging Markets**

Duration: 6 Weeks

Dates: March 05, 2019 to April 13, 2019

Course Coordinators: Prof. Sonu Goyal and Prof. G.K. Agarwal

International Management Institute, New Delhi

Aims and Objectives:

Course Perspective

In this six weeks certificate course on Strategic Management and Sustainable development for Emerging Markets the emphasis will be to provide an in-depth understanding of concepts, tools, and techniques for **strategic Management** involving identification of external opportunities and internal strengths, making strategic choices, and allocation of resources. This course gives sufficient emphasis on development of **global strategy** to manage in the global economy as well as emerging markets. The course will emphasize on Sustainable Development which rests on three fundamental pillars: Economic Growth, Ecological Balance, & Social Progress. This course will introduce students to the concepts of **sustainable development** and the role of **ethics and social responsibility** in various aspects of governance and decision-making. The course aims to provoke students to think critically about ethical behaviour in life and provides an overview of the kinds of challenges that global managers face while equipping them with the tools for managing the challenges in a responsible and effective manner.

The objectives of this course are:

- To provide understanding of the fundamental concepts of strategy formulation and strategy implementation
- To provide understanding of unique characteristics of Emerging Markets with a focus on home grown emerging giants: challenges and opportunities faced as they go global
- To gain insights into the key areas of sustainable development, corporate social responsibility and ethics with their increasing relevance in today's world

Course Content:

The program, including a project, is designed for delivery in 6 weeks. The complete program will be equivalent to 18 credits. Each credit corresponds to the equivalent of 10 hours of classroom contact. Out of 18 credits, 14 credits will be course work and 4 credits will be the project.

The academic course work will be spread over six weeks with class room sessions on the topics to be covered under the course as given below:

- Strategy formulation
- Strategy Implementation
- Sustainable Development
- Corporate Social Responsibility
- Business in Emerging Markets
- Corporate Governance & Ethical Decision Making

Strategic Management

The task of creating and executing strategies is the heart and soul of managing a business enterprise. The strategic management process entails organization's decision to move in a certain direction, making choices among alternatives, and committing resources to action. There is a wide range of theories and perspectives that the students of strategic management need to be exposed to - to sharpen their strategic thinking abilities. The course advocates a general management viewpoint.

Introduction to strategic Management
Industry and Competitive Environment
Resources, Capabilities and Competences for competitive advantage
Achieving Competitive Advantage using firm level generic strategies, Strategy of Cost leadership, Strategy of Differentiation
Competitive Rivalry and Dynamics
Corporate Level Strategy
Strategic Acquisitions and Restructuring
Global Strategy and Cooperative Implications
Strategy Implementation: Structures and controls with organizations
Leadership and Entrepreneurial Implications for Strategy

Sustainable Development, Corporate Social Responsibility & Ethics

This course introduces students to the role of business ethics and corporate social responsibility in business governance and decision-making. The course aims to provoke students to think critically about ethical behavior and provides an overview of the kinds of CSR challenges that global managers face while equipping them with the tools for managing the challenges in a responsible and effective manner.

An overview of Corporate Social Responsibility
Ethics in the World of Business, Framework for Ethical Decision Making
Ethics and Corporate Governance
A Stakeholder Perspective – Integration of Strategy & CSR
CSR agenda formulation and implementation

CSR & Environment
Sustainability: Concept, Application & Reporting
Global Compact, SDGs, Evaluation of the impact of CSR

Business in Emerging Markets

Emerging Markets (EMs) are becoming increasingly important contributors to the global economy. They are consequently becoming a growing destination as well as source of trade (product markets), investment (capital markets) and talent (labour markets). However significant differences exist and are expected to continue in the structure and functioning of these economies as compared to the Developed Markets (DMs). These differences are at several levels: Institutions, Income distribution, Entrepreneurial drive, Role of the public sector. As a result, firms operating in EMs are presented with unique challenges and opportunities. These include domestic firms, Emerging Market Multinationals (EMM's) and Developed Market Multinationals (DMMs) operating in EMs.

Introduction to Emerging Markets
Institutional Voids in Emerging Markets; Characteristics of emerging markets
Spotting, responding & exploiting institutional voids as business opportunities
Multinationals in Emerging Markets
Doing Business in Emerging Markets with insights into Marketing, Quality management, Finance, HRM in the context of Emerging Markets
Emerging Giants: Competing at Home
Emerging Giants: Going Global
Risks and Challenges in Emerging Markets

Eligibility Criteria for Participants:

1. **Educational Qualifications:** Graduation in any discipline
2. **Work Experience required:** Minimum 5 years of work experience
3. **Age Limit:** As per ITEC norms (25 - 45 years)
4. **Target Group:** Middle level Executives/Managers/Officers working in Ministries, Government Establishments, Public & Private Sector Corporations

Pedagogy:

- Lectures, Case Studies, Readings, Class Discussion, Invited Speakers.
- Industry visits- 2 company visits in the National Capital Region or neighbouring States for a first-hand learning experience and exposure in Strategic Management and Corporate Social Responsibility

- Cultural Immersion visits – 1. Visit to Agra (over-night stay) and 2. Visit to historical monuments / religious site in and around Delhi.

Mode of Evaluation of performance of the participants:

Quizzes, Class participation and Project

<u>Component</u>	<u>Weightage</u>
1. Quizzes (three)	30%
2. Class Participation	30%
3. Project	40%

Knowledge/Skill acquired at the end of the course:

- During the course, the participants will get opportunity to learn the concepts, tools, and techniques for **Strategy Formulation and Implementation and apply it to their own organizational context and role.**
- The participants will gain application-oriented insights into **Sustainability, Social Responsibility, Business Ethics and Governance** – the areas of increasing importance in today’s business world.
- They will develop understanding of opportunities and challenges provided by **Emerging Economies.**
- Through case discussions and intense class-participation, the participants will develop **Strategic Thinking and Problem-Solving Skills** for identifying business issues and making decisions for organizations in the rapidly changing domestic and global environment.
- Interactions with faculty and fellow participants from diverse backgrounds and locations during six-week duration, the participants will gain **Global Exposure on Strategy Practices** and have a perspective on **Growth Strategies for Emerging Economies.**

About IMI

Nestled in Qutab Institutional Area, International Management Institute (IMI), New Delhi was established in 1981 in Collaboration with IMI Geneva (now IMD Lausanne). IMI is India’s first corporate sponsored Business School with sponsorship from corporate houses like RPG Enterprises, Nestle, ITC, SAIL, Tata Chemicals, BOC and Williamson Magor etc. Over a period of time in the last 32 years the Institute has acquired a truly global status. The Institute received UNDP assistance for also various other international linkages with bodies like World Bank, UNDP, ILO, UNCTAD, Asian Productivity Organization etc. All our PGDM programmes are accredited by Association of MBAs (AMBA), UK as well as National Board of Accreditation (NBA), AICTE, Government of India. The National Institutional Ranking Framework, Deptt. Of Higher Education, Ministry of HRD, GOI in its recent rankings (April 2016) have ranked IMI New Delhi at No.7 in India Rankings 2016 and at No.1 as a Private Business School.

To provide a global prospective to the students, the Institute's flagship two-year Post-Graduate Programme in Management has a student exchange programme with various European Schools such as ESC Rennes, France, MIP School of Management France, Graz University Austria, IESEG School of Management and IDRAC Lyon, France etc.

Besides this IMI is one of the empanelled Institute of the Ministry of External Affairs, GOI, for special Commonwealth Assistance Programme under which the Institute gets the executive MBA students from various Afro-Asian and Latin American countries for its 15 months Executive Post-Graduate Programme in Management. Today IMI enjoys the place of esteem among the leading management Institutes and the patronage of reputed business organization in the country. The aim, approach and activities of IMI are guided by all its stakeholders - students, alumni, corporate patrons and society in general.