

Management Development Programme
on
“Leading Strategy Execution & Change”

December 12th - 14th, 2018



Program Directors:

Prof. Sonu Goyal
Prof. G K Agarwal



International Management Institute
New Delhi

INTRODUCTION

Business is all about accomplishing its vision through formulating winning strategies and their superior execution. Success of an organization is measured by the extent to which it has been able to realize its intended strategies while incorporating the emerging changes and overcoming the unwarranted challenges. Effective execution of strategies is the key to success. It represents a disciplined process and a logical set of connected activities that enables an organization to implement a strategy successfully. Without a careful, planned approach to execution, strategic goals cannot be attained. Developing such a logical approach, however, represents a formidable challenge to management. Most companies believe that, after careful strategic review, analysis and planning, they have a winning strategy. However, according to Fortune magazine, 70% of companies who fail actually fall short because of bad execution. The result of bad execution is both organizational failure and individual stress and frustration – especially for the executives responsible for implementation. Organizations having problems in executing their strategy simply fail at taking effective steps required for translating strategy into action. A host of factors, including organizational culture, inertia and resistance to change, routinely can get in the way of execution success.

If execution is central to success, why don't organizations develop a disciplined approach to it? The simple answer is that execution is extremely difficult. There are formidable roadblocks or hurdles that get in the way of the execution process and seriously impede the implementation of strategy. Since effective implementation of strategy clearly results in competitive advantage and higher returns to shareholders, gaining knowledge and understanding of strategy execution as a discipline is a necessity for the success of organizations. The program 'Leading Strategy Execution and Change' has been designed with this paramount need of the organizations in mind. The variety of sessions during the three days will be focused on sharing the emerging trends and practices as well as real-life experiences of successful firms in the area of Strategy Implementation.

OBJECTIVES

- To help participants understand and apply basic building blocks of strategy execution to their own strategic initiatives and recognize factors affecting one's ability to execute their organization's strategy
- To provide the insights about the hidden barriers to strategic execution and how to overcome them
- To understand the importance of the leadership, culture and values of the organization in overcoming the challenges inherent in managing change as the organization adapts to new competitive conditions
- To learn from the experiences of several corporate leaders who have successfully executed their strategies to meet their organizations' objectives

CONTENTS

- Key elements and framework for strategy execution
- Managing critical dimensions for effective project execution
- Common barriers to strategy execution
- Relationship management with alliances and partners
- Effective change management
- Role of leadership and culture in effective strategy implementation.

METHODOLOGY

In addition to interactive sessions on the emerging trends and practices, the pedagogy will include group discussions and case studies that will facilitate learning the key components of implementing a successful strategy. Besides core faculty of IMI, practicing managers and experts from the field will share their experiences that would help learning how strategic thinking, planning and execution are intrinsically connected. You will glean wisdom and insight—and give some too—as you network with other participants from different companies and industries. The focus of this program is heavily directed to achieving a practical, realistic, beneficial and successful outcome rather than academic theory.

FACULTY AND RESOURCE PERSONS

IMI faculty members and eminent resource persons will share expertise and experience in various sessions.

PROGRAM DIRECTORS

Prof. Sonu Goyal is a Professor of Business and Corporate Strategy and Dean International Relations and Exchange Programs at IMI, New Delhi, India. Currently she is also holding the portfolio of Chairperson Executive PGDM Program. She is doctorate from Faculty of Management Studies, University of Delhi. Her research and teaching interests are in the field of Industry and Competitive Dynamics, Managing Innovations, Entrepreneurship, CSR and Sustainable Development, Business in Emerging Markets. She has chaired an International Conference on 'Green Competitiveness for Sustainable Development' in collaboration with George Mason University, USA and Monash University, Australia. She has also edited a book on 'Green Business'. She has conducted many in-company management development programs for PSUs such as ONGC, NHPC, DOT, CSIR, Power Forum, Engineers India Ltd, IOCL, GAIL as well as private firms such as CSC India, Moser Baer and Jindal Steel & Power Ltd. She holds open management programs on various strategy related subjects such as Strategic Thinking, Execution Skills and Organizational Effectiveness, Leadership, Managing for Global Competitiveness and CSR for executives at all levels. She has also been engaged in conducting FDPs on case writing and teaching methodology and has a rich case writing experience on companies from diverse industries, confronting variety of managerial challenges. She has conducted Doing Business in India course for the Omnium Global Executive MBA Program of the Rotman School of Management, University of Toronto, Canada and University of St. Gallen. She spearheaded the program on Entrepreneur's path to Global Expansion in collaboration with DIPP, GOI and In Went Capacity Building International, Germany for the Indian entrepreneurs. She has been an active member of the National Entrepreneurship Network (NEN) and is a certified Goldman Sachs – NEN Scholar. She was also the coordinator for the CSR training for the select CPSE's of Northern India as part of the DPE initiative.

Prof. G.K. Agarwal is a faculty in Strategic Management Area at IMI. He did his B. Tech. from I.I.T. Kanpur and M.S. (Industrial & Management Engineering) from U.S.A. Before IMI, he taught at MDI for three years. Prof. Agarwal has over 36 years of professional experience in both public and private sectors. Prior to his stint in academics, he was with NTPC as Executive Director (HR & Power Management Institute). He also worked with Bharti Enterprises as Director (HR). He has been closely associated with execution of large and complex projects for several years at NTPC. Prof. Agarwal has been a member of Academic Councils of several Business Schools, the Governing Body of National HRD Network, HRM Sub-committee of Confederation of Indian Industry (CII) and HRM Sub-committee of ASSOCHAM. He is a Life Member of All India Management Association and National HRD Network. He

has been conferred AIMA Fellowship and given HR Leadership Award by Employer Branding 2007-08. In addition to Strategic Management, his areas of interest include Performance Management Systems, Corporate Social Responsibility, Business Ethics and Corporate Governance.

ADMINISTRATIVE DETAILS

Dates:

December 12th-14th, 2018

Venue:

International Management Institute
B-10, Qutub Institutional Area
New Delhi 110016

FEE

Non-residential: Rs. 25,000/- per participant (plus 18% GST as applicable) covering professional fee, program kit and lunch

Residential: Rs. 35,000/- per participant (plus 18% GST as applicable) covering professional fee, program kit and boarding/lodging (airconditioned single room) from noon of **December 11th 2018** till noon of **December 15th, 2018** at IMI Campus.

Group Discounts

- 10% discount on fee amount is available in case an organization nominates 2 or more participants to the program.
- 20% discount on fee amount is available in case an organization nominates 4 or more participants to the program.

Fee is payable in advance by way of local cheque/DD in favor of "**International Management Institute**" payable at New Delhi or through direct electronic fund transfer to IMI Bank Account, as per following details:

Allahabad Bank Account Number: 50084979288
MICR Code: 110010007, IFSC Code: ALLA0211083
Pan No. AAAT10972K; GST No. AAAT10972KIZJ

Please mention the program name while making payment through electronic fund transfer.

REGISTRATION

The registration form duly filled in along with the program fee should reach us at least 7 days before the commencement date of the program. In case of subsequent withdrawal or cancellation of registration no refund of fee will be allowed. However, substitute(s) may be permitted with prior intimation.

CERTIFICATE OF PARTICIPATION

A certificate of successful participation by International Management Institute (IMI) will be issued to each delegate at the culmination of the program.

ABOUT IMI

IMI International Management Institute Nestled in Qutab Institutional Area, International Management Institute (IMI), New Delhi was established in 1981 in collaboration with IMI Geneva (now IMD Lausanne). IMI's flagship two-year Post-Graduate Diploma in Management (PGDM) program (launched in 1993) has Student Exchange programs with leading International Schools. These include ESC Rennes, France, Montpellier Business School, France, Frankfurt School of Finance and Management, Germany, Grenoble Ecole de Management, France, Louvain School of Management, Belgium, Sichuan Academy of Social Sciences, China, KEDGE Business School, France, University of Guelph, Canada to name a few. Besides its regular PGDM program, IMI New Delhi runs a two-year PGDM program in Human Resource Management (PGDMHRM) launched in 2006, a two-year PGDM program in Banking and Financial Services (PGDM B&FS) launched in 2014, a 15-month Executive PGDM for mid-career executives (Executive PGDM) launched in 1984 and a Fellow Program in Management (FPM) launched in 2011.

In addition, IMI New Delhi also offers ITEC (Indian Technical and Economic Cooperation) Programs, as it is one of the few empanelled Institutes of the Ministry of External Affairs, Government of India. Under the aegis of MEA organised special Commonwealth Assistance Program, 15 international students are selected into the Executive PGDM Program. These ITEC programs are targeted at various developing countries from the Afro-Asian, South American and SAARC region. Another distinguishing feature of IMI Delhi is its strong Alumni network of over 5000+ professionals at senior management levels in leading corporate houses.

All IMI New Delhi's long term programs are approved by AICTE, Ministry of HRD, and Government of India. IMI New Delhi is internationally accredited by Association of MBAs (AMBA), UK. IMI's diverse and experienced resource pool of faculty resources having a rich combination of academic rigor and corporate exposure is one of the institute's distinct strengths. This vast and enriched pool has a special focus on delivering management education, training, research and consultancy. IMI contributes significantly to the growth and development of management as a discipline in India.

IMI conducts a large numbers of Management Development Programs (MDPs) every year, which include Open Programs, specially designed In-company programs and Online programs in different functional areas. These programs are aimed at capability building of senior-level and top-level managers and executives to help them in updating their concepts and enhancing leadership and managerial skills. IMI's strength across diverse management disciplines, backed by an excellent team of faculty and the strong network with eminent organizations, helps deliver its commitment towards its vision of being a premier global management school.

For registration/any other information, please contact:

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