

ITEC/SCAAP Course 2016 - 17

Certificate Course in Strategic Management for Emerging Markets

August 1, 2016 to August 26, 2016

(Four Weeks Programme)

Course Directors: Prof. Sonu Goyal & Prof. G K Agarwal

International Management Institute, New Delhi

Aims & Objectives of the Course

In this four week certificate course on Strategic management 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 also emphasize on Sustainable Development which rests on three fundamental pillars: Economic Growth, Ecological Balance, & Social Progress. This course will introduce students to 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 ethics, corporate social responsibility and sustainable development with their increasing relevance in today's world.

Course Contents / Syllabus

The program, including a project, is designed for delivery in 4 weeks. The complete program will be equivalent to 12 credits. Each credit corresponds to the equivalent of 10 hours of classroom contact. Out of 12 credits, 10 credits will be course work and 2 credits will be the project.

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

- Strategy formulation
- Strategy Implementation
- Business in emerging markets
- Corporate Governance & Ethical decision making
- Sustainable development
- Corporate Social responsibility

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

Mode of Evaluation of performance of the participants

Quizzes, Class participation and Project

Eligibility Criteria for Participants Educational Qualifications

Graduation

Work Experience required, if any

Minimum 5 years

Age Limit

28 to 45 Years

Target Group *[Level of participants and target ministries/departments etc.]*

Middle level Executives/Managers/Officers working in Ministries, Government Establishments, Public & Private Sector Corporations

Course Directors:

Prof. Sonu Goyal

Prof. Sonu Goyal is a Professor of Business and Corporate Strategy at IMI, New Delhi, India. She is a 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 InWent 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

Prof. G.K. Agarwal is a faculty in Strategic Management Area at IMI. He did his B.Tech from IIT, Kanpur and M.S. (Industrial & Management Engineering) from USA. Before joining IMI, he taught at MDI Gurgaon 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). 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. Besides Strategic Management, his areas of interest include Corporate Social Responsibility & Sustainable Development, Business Ethics & Corporate Governance, HR & Leadership Development and Performance Management Systems.

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.