



Certificate Course in Strategic Management and Sustainable Development for Emerging Markets

Duration: 4 Weeks

Dates: Jan 09 – Feb 03, 2023

Course Coordinator:
Prof. Sonu Goyal

Course Synopsis

The four weeks certificate course on **Strategic Management and Sustainable development for Emerging Markets** such as India, will emphasize on providing 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. India has been showcasing high growth and economic development and is amongst the fastest growing emerging markets with a very high human dividend. Through case pedagogy discussion on strategies by Indian MNCs will highlight their approach for developing competitive advantage and growth. This course gives sufficient emphasis on development of **Global Strategy** to manage global competition as well as strategies for 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 Corporate Social Responsibility** in various aspects of governance and decision-making. The course aims to provoke students to think critically about ethical behavior 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. Experiential learning will be emphasized through **Case Discussions and Industry Visits**. Some of the **leading Indian private and public company's growth strategies will be discussed as part of this module**.
- 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. A special emphasis will be given to some of the fastest growing sector such as IT services,

Organized Retailing, Telecom services, Green Infrastructure etc. through company and industry specific cases as well as **interactions with invited practitioners from industry and representatives of various government departments steering the industrial policy.**

- To gain insights into the key areas of **sustainable development, corporate social responsibility and ethics** with their increasing relevance in today's world. Some of the **best Indian policies and initiatives will be discussed in this regard.**

Course Content:

The program, including projects, 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 in-classroom and experiential learning through industry visits and cultural immersion. Out of 12 credits, 10 credits will be course work and 2 credits will be projects related preparation and presentations.

The academic course work will be spread over 4 weeks with classroom sessions involving case discussions and invited experts as well as industry visits on the topics to be covered under the course as given below:

- Strategy formulation & excellence in execution
- Business Growth Strategies
- Sustainable Development
- Corporate Social Responsibility
- Business in Emerging Markets

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
Corporate Level Strategy
Strategic Acquisitions and Restructuring
Global Strategy and Cooperative Implications
Managing Innovation
Leadership and Entrepreneurial Implications for Strategy

Sustainable Development, Corporate Social Responsibility & Ethics

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

An overview of Sustainable development; Principles of Sustainability
Integration of Business Strategy & Social responsibility
Sustainable Development Goals Agenda 2030
Managing Corporate Governance and Ethics
Business in a resource constrained world: A Stakeholder Perspective
CSR strategy: agenda formulation and implementation
Towards Sustainable Economy: Sustainable Livelihoods
Sustainability Reporting; Impact Assessment of CSR initiatives

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 (labor 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) which are competing with each other 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:** Approximately 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 – Aiming for higher leadership roles.

Pedagogy:

- Lectures, Case Studies, Readings, Class Discussion, Invited Speakers.
- Industry visits- 2 industry 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. Class Participation	30%
2. Quizzes	20
3. Projects	50%

Expected Learning Outcomes 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. They will be made familiar with Indian Management Best practices that can be applied in their own context.**
- 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 particularly in the emerging economy scenario. They will develop understanding of opportunities and challenges provided by **Emerging Economies for achieving SDGs by 2030.**
- 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 four-week duration, the participants will gain **Global Exposure on Strategy Practices** and have a perspective on **Growth Strategies for Emerging Economies**. Strategies of some the leading Indian companies and rapidly growing industries will be discussed as part of the course.
- The participants should be able **enhance their business and professional interests with companies and counterparts in India through networks and professional linkages**.

About IMI - Delhi

International Management Institute (IMI) is India's first corporate sponsored Business School founded in 1981 with the original campus in New Delhi. The corporate sponsors included RPG Enterprises (lead sponsor), ITC, Nestle, Tata Chemicals, British Oxygen, SAIL, and Williamson Magor. It was set up in collaboration with the then IMI Geneva, now IMD Lausanne. Subsequently two other campuses were set up in Kolkata (2010) and Bhubaneswar (2011). In the last several years, IMI New Delhi has been consistently ranked in the top 10-15 Business Schools in the country and among the top 5 private Business Schools. It is accredited by the UK based Association of MBAs (AMBA), AACSB (Association to Advance Collegiate Schools of Business) two of the top three international accreditation bodies for Business Schools globally. IMI New Delhi has global linkages with leading schools in Europe, North America, and Asia. The Institute currently offers the PGDM, PGDM (HRM), PGDM (Banking & Financial Services), PGDM (18 months) and FPM (doctoral programs for full time students and working executives) recognized by AICTE. In addition, it has built a vibrant Executive Education vertical offering training to management professionals from the corporate world. The Institute provides management training to foreign nationals from developing countries under the Indian Technical & Economic Cooperation (ITEC) program of the Ministry of External Affairs, Government of India. IMI New Delhi puts a strong focus on high quality research by its faculty leading to publications in international peer reviewed academic journals. Its faculty have PhDs from top international and national universities/institutes, with many of them also having significant corporate experience.

Program Coordinator/ Faculty Resumes

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 Business and Corporate Strategies, Sustainable Development, CSR, Business in Emerging Markets, Managing Innovations and Entrepreneurship. 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, NLC, SJVN 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, Leading change and Execution Excellence, Sustainable Development and CSR. She has also been engaged in case writing and teaching methodology and has a rich case writing experience on companies from diverse industries, focussing on a wide variety of strategy 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 from 2010 till 2019. 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. She has held various positions of responsibility at IMI New Delhi as Dean International Linkages and Exchange Programs, Program chair Executive PGDM, Dean-Career Development and Alumni Services, Program Chair PGDM. Currently she is the Dean Academics overseeing all the fulltime programs at IMI New Delhi.