



IIM NAGPUR

भारतीय प्रबंध संस्थान नागपुर  
Indian Institute of Management Nagpur

**T**  
**TIMESPRO**

# Post Graduate Certificate Programme in **Strategic Management (CSM)(Batch 04)**

12 Months | Blended | ₹2,00,000 + GST



## IIM Nagpur Director's Message



**Dr. Bhimaraya Metri**

**Director,**

**Indian Institute of Management Nagpur**

I take pleasure in welcoming you to IIM Nagpur (IIMN). IIMN was established in 2015 as the first of the third generation IIMs, by the Ministry of Education, Govt. of India. Its location in Nagpur, the Orange City, makes IIMN equidistant from the major metropolises – Delhi, Chennai, Kolkata, and Mumbai – in terms of travel time by air. Since its inception, IIMN has attracted talented faculty members with commendable experience in research and teaching.

Faculty members at IIMN are engaged in management consultancy, research, training, and industry collaboration for creating and disseminating cutting-edge knowledge. Its location at the very centre of industrial activity offers IIMN a natural advantage, enabling greater connections and partnerships with businesses across sectors in SEZ and MIDC-designated zones. IIMN's unwavering focus on pioneering exceptional industry partnerships to lead the way in providing real-world experiences, prepares our programme participants for life — bringing 'corporate into classrooms' to hone relevantly skilled talent for the ever-evolving corporate world. One of the first premier institutions in the country to seamlessly make the shift from physical to online over the past year, IIMN is well-equipped to conduct Executive Education Programmes (EEPs) for executives from public and private sector undertakings. Keeping the New Education Policy (NEP) 2020, digitalisation, and lifelong learning in mind, IIMN has launched online certificate programmes for skilling-reskilling-upskilling the executives in highly specialised areas of management. We anticipate that these programmes would enable executives to fully realise the opportunities ahead in a digitally disruptive world. With its unique advantages, IIMN is an exciting place to learn, grow, and be the 'champions of change'. We welcome you to join our IIMN community of faculty, staff, students, and alumni who are shaping the future of work.

# Winning with Strategy

Having proved your worth in your career and your organisation, like every ambitious professional, the next logical step in your career growth is to be in a role where you can influence or make decisions for your organisation. Be it for innovation, change, growth, sustainability, or preparedness in the fast-evolving business environment, as a decision-maker/influencer, you will be looked upon as a problem-solver and an organisation builder.

In a decision-making/influencing role, you need to have a holistic knowledge of and grip over strategy formulation and implementation. After all, strategic management plays a significant role in organisational success.

**"A good strategy provides a clear roadmap, consisting of a set of guiding principles or rules, that defines the actions people in the business should take (and not take) and the things they should prioritise (and not prioritise) to achieve desired goals."**

*(Harvard Business Review)*

## Companies that get strategy right



### **Grow faster**

They are 3 times more likely to report above-average growth.



### **Are more profitable**

They are 2 times more likely to report above average profits.

# The Value Of Strategic Management Know-how

A professional qualification in strategic management will help you learn the nuances of the discipline, empowering you to be eligible and most desirable for taking on senior/top-management roles that require general management know-how and sharp problem-solving skills.

Moreover, a professional qualification in strategic management opens up career opportunities across various industries and sectors with diverse roles and responsibilities and lucrative salaries.

## ROLES

- Advising companies on business strategy
- Establishing business support systems
- Developing revenue generation and cost-cutting strategies
- Setting management processes
- Information management
- Influencing and managing change
- Multiple projects' management, etc.

## RESPONSIBILITIES

- Studying the business environment
- Knowing the organisational culture
- Identifying standards
- Continuously making strategic adjustments
- Allocating resources optimally
- Positioning leadership for oversight
- Assessing progress

The average salary  
for a Strategy  
Manager in India is  
**₹14,42,298/annum\***

(Source: [www.payscale.com](http://www.payscale.com))



## Programme Overview

The **Post Graduate Certificate Programme in Strategic Management (CSM) – Batch 04** is centered on the seamless integration of multifaceted management skills and knowledge. Its primary objective is to equip participants with a well-rounded grasp of general management and leadership, allowing them to gain a holistic understanding of their organisation within the broader context of its operating environment.

This programme empowers individuals to analyse and comprehend the intricate issues and obstacles faced by top decision-makers and senior management teams in their decision-making process for organisational transformation. It aims to nurture and develop individuals into proficient strategists, adept organisation builders, and effective change agents. At its core, the programme places a strong emphasis on formulating and executing strategies, both at the business and corporate levels, with the ultimate goal of forging competitive advantages and corporate excellence.

## Programme Highlights



IIM Nagpur  
alumni status



Capstone business  
simulation



Three-day campus  
immersion



Project work



12-month conceptually  
designed programme



Chamber consulting by  
the faculty

## Learning Outcomes



Ansoff Matrix and PESTEL Framework are covered in the curriculum



McKinsey 7S Framework and other tools of strategy implementation



Design Thinking process experience



Developing general management and leadership capabilities



Learning the nuances of strategy formulation and implementation at the business and corporate level



Understanding various types of strategies and strategy implementation frameworks

# Programme Curriculum

## Introduction to Strategy & Environmental Scanning (Module-1)

Strategic Management is about a set of decisions and actions that result in the design and implementation of strategies to achieve the objectives of an organization under conditions of uncertainty. All organizations are faced with the challenges of strategy development; some from the desire to grasp new opportunities, others to overcome significant challenges. It is necessary to understand why this activity is important for organizations, why and how changes in strategic direction take place, how strategic decisions are taken applying concepts that are useful in understanding these issues. Largely, Strategy and Strategic Management are so important that they need to be distinguished from other routine organizational challenges, decisions and tasks. One of the pre-conditions to craft firm strategy is to understand and analyze the environment in which the firm operates as well as identify and evaluate firm's competencies. This module focuses on these issues and take a deeper look into various aspects related to these.

## Strategy Formulation & Implementation (Module-2)

The development and formulation of firm strategy happens at various levels with continuous focus on strategy implementation and its evaluation to achieve organizational goals and objectives. With the intensifying business competition, the distinctive characteristics of strategic decision-making at both the business and corporate levels impact company's future. This module takes a deep-dive into the various levels of organizational strategy formulation, namely at corporate level, business level and functional level. It also focuses on the need for evaluation of strategy and the challenges involved in strategy implementation and the importance of effective implementation. Strategy execution focuses on coordinating and integrating all the resources and functions of the organization to ensure that the selected strategies lead to competitive advantage. The formulation of 'winning' strategies has become ever so important because the invisible hand of globalization propelled by an increasingly borderless world has complicated decision making. Operating at Global level bring forth its own set of opportunities and challenges, so firms need to respond to them, this module covers various aspects of firm's internationalization and the strategies involved in this process.

## Strategic Leadership & Sustainable Development (Module-3)

One of the important areas of the firm attention is to identify various stakeholders and craft strategy to achieve sustainable development to achieve firm's long-term objectives. Strategic Planning has to be backed by an equally strong implementation strategy, whereby the role of leadership is considered to be of utmost importance. This module focuses on all the issues involved in the strategic leadership funnel as well as some other key aspects of strategy.

### Module 1

#### **Introduction to Strategy**

- Vision, Mission, Strategic Goals
- Introduction to Strategy Frameworks
- Strategic Decision-making
- Levels of Strategy Formulation
- Modes of Strategy

#### **Identifying Opportunities in the External Environment**

- Macro Environmental Analysis – PESTEL Framework
- Porter's Five Forces Industry Analysis
- Competitive Dynamics
- Identifying Strategic issues and factors

#### **Leveraging Resources and Core Competencies**

- Analysing Organisational Resources and Capabilities
- VRIN/VRIO Framework for Resource Configuration
- Value chain Analysis
- Developing Core Competencies
- Leveraging Knowledge Assets

#### **Strategy Formulation for Competitive Advantage**

- Competitive Business Strategies
- Identifying Competitors & Strategic Groups
- Cost Leadership, Differentiation, and Focus Strategies
- Growth Strategies: Ansoff Matrix

#### **Impact of Financial Decisions on Strategy**

- Financial Statement Analysis
- Financial Ratios for Managerial Decisions
- Working Capital Management

## Module 2

### **Corporate Strategy**

- Levels of Corporate Strategy
- Portfolio Management
- Corporate Parenting
- Strategic Value Chain Decisions: Vertical Integration Strategy
- Diversification Strategy: Related and Unrelated Growth Opportunities
- Inorganic Growth Through Mergers and Acquisitions
- Collaborative Strategies, Leveraging Inter-organisational Synergies: Joint Ventures and Strategic Alliances

### **Functional Strategies**

- Crafting Functional Strategy
- Aligning Functional Strategy with Larger Organizational Strategy
- Identifying Key Functional Domains
- Developing Operations, Marketing, HR and other Functional Area Strategies

### **International Business Strategies**

- Organising a Multi-national Corporation
- International Expansion: Entry Strategies
- Strategies for Global Value Creation
- Legal, HR, and Financial Issues in International Business

### **Tools and Frameworks of Strategy Implementation**

- Balanced Scorecard for Holistic Performance Management
- McKinsey 7S Framework
- Organisational Learning and Knowledge Management
- Designing Structure & Systems

### **Corporate Governance and Ethics**

- Introduction to Corporate Governance
- The Governance Partnership: Investors, Companies, and Directors
- Functions of the Board
- Enterprise Risk Management
- Business Ethics for Managers
- Handling Ethical Dilemmas and Developing a Personal Ethic

### **Innovation as a Tool for Building Competitive Advantage**

- Understanding & Mapping the Customer Journey
- Experiencing the Design Thinking Process
- Managing Innovation & Value Creation
- Organizational Agility & Dynamic Capabilities

### **Geopolitics & Business**

- Influence of Geopolitics on Business
- How Geopolitics affects Firms
- How Geopolitics shapes Strategy

### **Emerging Markets**

- Understanding Emerging Markets
- Strategies in Emerging Markets

### **Managing Global Workforce of the Future**

- Emerging HR Practices, Processes, and Systems in Globalised Organisations
- Leveraging High-performance Virtual Teams
- Managing Workforce Diversity
- Managing Multi-cultural Teams

## **Module 3**

### **CSR and Sustainable Development**

- Introduction to CSR and Sustainability
- Aligning CSR Policies and Corporate Practices
- Global Sustainable Development Initiatives
- Formulating Strategies for Sustainable Development and CSR

### **Strategic Leadership**

- Aligning Vision, Strategy, and Action
- Becoming a Strategic Leader
- Managing Inter and Intra-organisational Dynamics
- Extending Advantage and Leading Through Transformation
- Managing Strategic Change in a Disruptive VUCA World

## **Digital Transformation Strategies**

- Technology-driven Business Transformation: Emerging Trends
- Understanding Technology-led Disruptions
- Digital Initiatives for Competitive Advantage
- Planning and Executing Digital Transformation Journeys

## **Strategies for Emerging Technologies**

- Key Emerging Technology Trends as Strategic Enablers
- Blockchain Technology Landscape, Policies, Business Domain Applications, and Ecosystem
- Leveraging Trends such as Artificial Intelligence, Industry 4.0, Internet-of-Things, Fintech, Platform Economy, etc., for Competitive Advantage

## **Blue Ocean Strategies**

- Introduction to Blue Oceans
- Analytical Tools and Frameworks for Blue Ocean Strategy Formulation
- Reconstructing Market Boundaries Beyond Existing Demand
- Building Execution into Blue Ocean Strategy Itself

## **Capstone Business Simulation (CBS)**

CBS is a multi-round business simulation that requires participants to work in groups and lead their business organisation in a competitive industry. In each round, participants decide the company's product portfolio, pricing, promotions, R&D, operations, financial management, HRM, TQM, and other managerial decisions to optimise business performance. The simulation would help participants to:

- Practice organisational leadership roles in group work
- Integrate and align multiple functional areas to create and implement organisational strategy
- Competitive benchmarking and stakeholder management

## **Project Module**

- The participants would be expected to work in groups to take up and solve real-life organisational problems in various management domains
- All groups would be guided and mentored by IIM Nagpur faculty
- The project task includes problem identification, scope definition, primary and secondary data collection, data analysis, recommendations, creating and presenting a report on the findings, and implementation planning
- Participants would integrate learning from all courses in the group project

## Pedagogy

The programme is delivered through a blended learning mode. The in-class component will involve a variety of pedagogical techniques such as lectures, case discussions, simulation games, role plays, group projects, and other experiential exercises. The online component, delivered through the state-of-the-art interactive mode will facilitate learning in synchronous mode using multi-media components involving case discussion, audio, and video components for enhanced engagement and experience.

## 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, or Tablet.

Chamber Consulting will be provided by every faculty member teaching a course in the programme (once a week in the timeframe when a particular course's sessions are scheduled).



### Schedule

Sunday:  
18:45 to 21:45

### Duration

Total 162 Hrs.  
Online: 144 Hrs.  
Camps: 18 Hrs.

### Campus Immersion

There will be three days of campus immersion at IIM Nagpur. 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 the COVID-19 situation, the same will be included in the total number of online sessions.

## Eligibility Criteria

- Diploma (10+2+3) or Bachelor's degree or equivalent (10+2+3 or 10+2+4) or a two-year Master's degree or equivalent from a recognised university (UGC/AICTE/DEC/AIU/State Government) in any discipline
- Minimum three years of work experience\* after completion of qualifying education
- Participants who fulfil the above criteria and are not working are also eligible to apply for the programme
- Final selection will be done by IIM Nagpur

*\*Internship and training experiences are not considered as full-time work experience.*

## Who Should Attend?

- Early to mid-career working executives on the cusp of taking up middle management, key decision-making, and leadership roles in the organisation and/or industry
- Senior management professionals looking for an extra edge to structure their experiences better into strategically sound inputs
- Professionals from a wide spectrum of organisations, including (but not restricted to) MNCs, private corporates, PSUs, government departments, and family businesses

## Admission Criteria

Participants would be selected from self-sponsored individuals and corporate nominations based on their overall profile and credentials.

## Attendance Criteria

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





## Assessment & Evaluation

Evaluation methodology is at the discretion of the faculty. The methodology includes online exams, written tests, assignments, case analysis, projects, quizzes, class contribution, and any other component as decided by the faculty.

The programme may require participants to work on individual/group assignments and/or projects. The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios.

Giving feedback is an integral part of the completion requirements of the programme.

## 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 Nagpur Alumni status.

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

## Programme Directors



**Prof. Som Sekhar Bhattacharyya**

Prof. Som Sekhar Bhattacharyya is a faculty member in the Strategy and Entrepreneurship Area at IIM Nagpur. He has 16 years of work experience in academics and industry. Prior to joining IIM Nagpur, he was associated with the National Institute of Industrial Engineering (NITIE), Mumbai, and Goa Institute of Management (GIM), Goa. Prof. Bhattacharyya has taught various courses, like Strategic Management (Planning and Implementation), International Business Strategy, Mergers and Acquisitions, and Strategic Management of Technology.

He has designed and delivered Executive Education Programmes and Management Development Programmes for various organisations such as the General Mills, Future Generali, Birla Soft, NALCO, HPCL, L&T, Orient Paper Mills, ACC, Hyundai, Diebold, Axis Bank, CIL DRDO, NALCO, and others.

His research has been published as papers and cases in various international and national journals. He was awarded the Emerald Literati Awards for Excellence: Outstanding Paper Award – 2011 and Emerald Literati Awards for Excellence: Highly Commended Paper Award – 2014 for two of his research papers.



**Prof. Rakesh Gupta**

Rakesh Gupta is professor in the area of Strategy and Entrepreneurship and teaches courses in the field of Strategy & Entrepreneurship. He is a PhD in Strategic Entrepreneurship from Faculty of Management Studies (FMS), Delhi University and moved to academics after a stint of 8 years in industry. He is passionate & prolific case writer and loves to teach through cases. Some of his cases have won awards including the “Best Case Award” at ISB-Hyderabad. He has attended many Faculty Development Programs including Participant Centered Learning by Harvard Business School (HBS), International Teacher Programme (ITP) at Kelloggs School of Management, Symposium for Entrepreneurship Educators (SEE) at Babson College. He has been trained in the field of Design Thinking from Stanford University.

## Programme Fee

Particulars	Amount (₹)*
Processing Fee**	15,000
<b>Total Programme Fee</b>	<b>2,00,000</b>

Note:

- Collection of all fees will be done by IIM Nagpur. From the Application page, participants will be redirected to IIM Nagpur payment portal.
- \*GST as per the prevailing rate is applicable and will be collected additionally from the candidate/participant. The Current GST rate is 18%.
- \*\*Processing Fee is ₹15,000 which includes ₹2,500 towards Application Fee and ₹12,500 towards Tuition Fee. In case a participant profile is rejected by IIM Nagpur, a Tuition Fee of ₹12,500 will be refunded to the participant.
- During their campus visit, participants who want to stay extra nights at the IIM Nagpur campus will have to pay additional charges directly to IIM Nagpur. This shall be subject to accommodation availability at the campus for extra nights.

# Instalment Schedule

	Date	Amount (₹)*
Instalment I	At the time of application	15,000
	One week after the offer roll out	44,500
Instalment II	10 <sup>th</sup> May, 2024	49,000
Instalment III	10 <sup>th</sup> July, 2024	49,000
Instalment IV	10 <sup>th</sup> September, 2024	45,000

\*GST as per prevailing rate is applicable.

# Programme Timelines

Last Date to Apply	<a href="#">Refer to Website</a>
Programme Start Date	24 <sup>th</sup> March, 2024
Programme End Date	March 2025

**APPLY NOW** 



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Established in 2015, the **Indian Institute of Management Nagpur (IIM Nagpur)** aspires to be a leading management institution that shapes management systems, policy, and governance through high-quality education, research, and industry engagement. Propelled by the pursuit of engaged scholarship, the Institute aims to create value-driven leaders and global managers with strong conceptual foundations and analytical approach, which helps them excel in diverse spheres – be it management, business, policy making, and public administration, to name a few.

IIM Nagpur's aim is to address the needs of a modern India, connecting aspirations and realities to attain benchmarks that are respected internationally. Our motto, सत्यं च स्वाध्याय प्रखर्चने च, that is, an inspired journey towards truth through individual reflection and collective discourse, propels our quest to bridge the gap between abstract knowledge and practice.

IIM Nagpur seeks to distinguish itself as an institution that promotes constant industry engagement of a 'problem-solving' nature. Executive Education, therefore, is an important thrust area for the Institute. With an array of programmes designed by a faculty body with a stellar record of research, teaching, and industry engagement, the Executive Education programmes at IIM Nagpur equips managers and executives with the capabilities to perform effectively in their current roles and take up greater challenges through various stages of their careers.

**43<sup>rd</sup>**

in NIRF Rankings  
2023

**19<sup>th</sup>**

in Outlook ICARE  
Rankings 2023

**24<sup>th</sup>**

in India Today MDRA  
Rankings 2023



TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

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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