



भारतीय प्रबन्धन संस्थान तिरुचिरापल्ली
Indian Institute of Management Tiruchirappalli

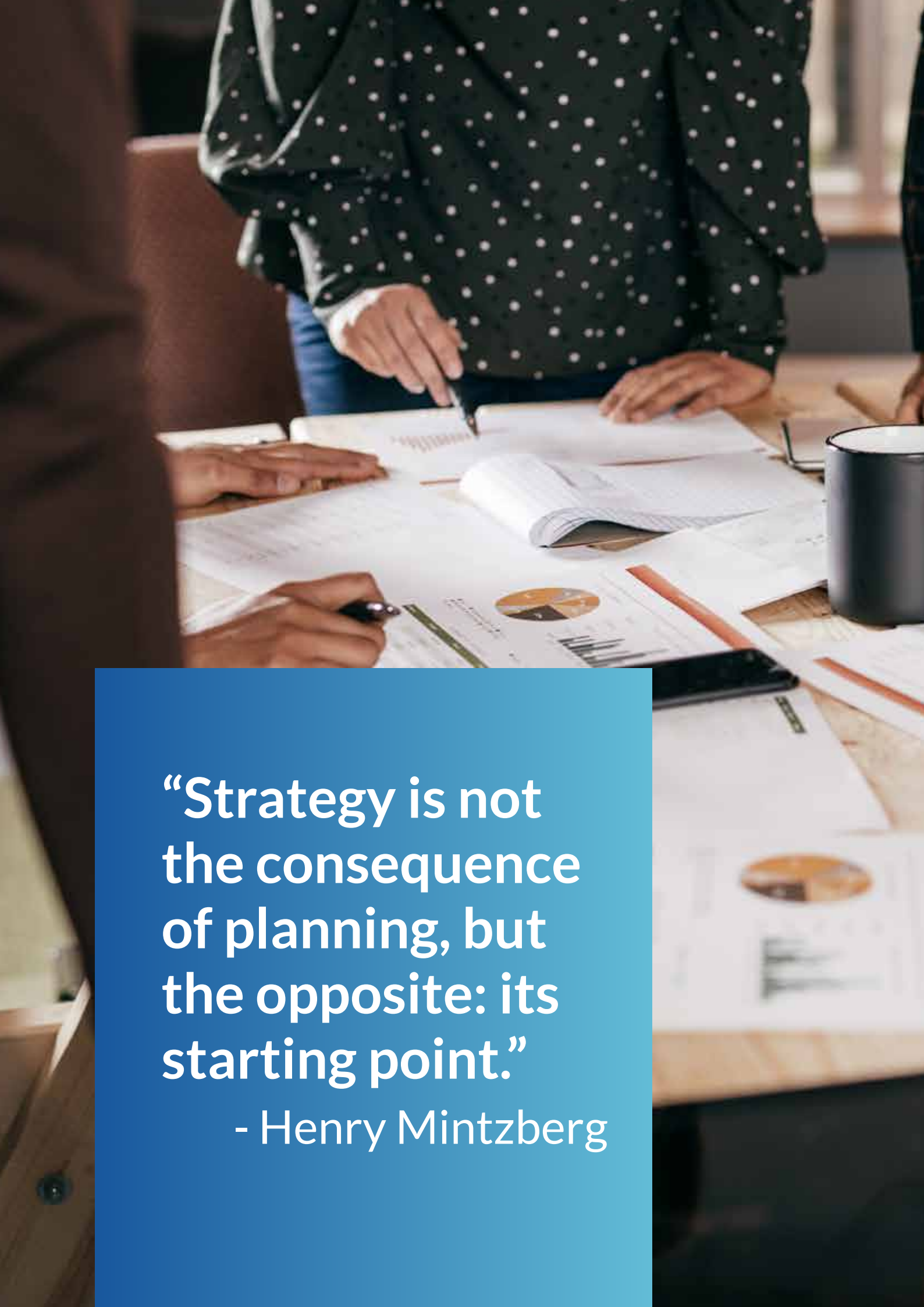


BUILDING STRATEGIES TO FUTURE-PROOF YOUR BUSINESS

Post Graduate Certificate Programme in
Strategic Management (Batch-2)

Marketing & Delivery Partner



A photograph of a meeting around a wooden table. A person wearing a black long-sleeved shirt with white polka dots is standing and pointing with a pen at a document on the table. Other people's hands and arms are visible, some holding pens or pointing at the documents. The documents on the table contain various charts, including a pie chart and a bar chart. A black mug is on the right side of the table. The background is slightly blurred, showing an indoor setting with windows.

**“Strategy is not
the consequence
of planning, but
the opposite: its
starting point.”**

- Henry Mintzberg

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IIM TIRUCHIRAPPALLI DIRECTOR'S MESSAGE



Dr. Pawan Kumar Singh
Director
IIM Tiruchirappalli

At IIM Tiruchirappalli, we aim to create socially sensitive, value-driven corporate leaders who combine the best global practices with a desire to create a positive impact on organisations and society.

Since its inception in 2011, IIM Tiruchirappalli's rise to become one of the most sought-after management schools of the country has been spectacular. We meet the highest standards of knowledge creation and dissemination through our research and the latest pedagogical methods. Our faculty are actively involved in teaching, research, consultancy and impacting public policy. The research done by the faculty has been published in eminent international and national journals. This ensures that the curriculum is constantly enhanced, augmented, and kept at par with the industry demands. Our qualified and experienced faculty are the key members in nurturing a learning environment and in creating the business leaders of the future.

We are committed to providing high-quality management education and consultancy services through our wide array of offerings under executive education and consulting. These services give both executives and organisations an opportunity to hone their skills and abilities, become more agile and build valuable competencies to achieve superior performance.

Today, management practice is posed by various contingencies in the form of structural adjustments, competition, innovation, and public-private partnership, to name a few. While we see such a dynamic environment, we aim to create future leaders who understand as well as contribute to their organisations in becoming market leaders with foresight.

Greetings and Best Wishes!

STRATEGIC RENEWAL

“Strategy is about setting yourself apart from the competition. It’s not a matter of being better at what you do – it’s a matter of being different at what you do.”

- Michael Porter

With the rapidly evolving business landscape and uncertain times, strategic management has been gaining more prominence than before. Therefore, inspiring strategic leaders who successfully take the business forward are needed now more than ever. A professional certification in strategic management would help to gain much-needed skills and knowledge to evolve as dynamic leaders capable of managing businesses effectively in the ever changing business landscape.



“A strategy is necessary because the future is unpredictable.”

- Robert Waterman

STRATEGY IN THE TIMES OF CHANGE

In the past two years, the pandemic has brought unprecedented instability and enormous challenges for organisations around the world. The only survival kit that businesses can bank upon in these challenging times is to formulate, and execute effective strategies.



Source: McKinsey & Company

As the head of a business unit, or if you are aspiring to be one, the questions that may come to your mind...

"How can I prepare for the massive consumer behavioural changes?"

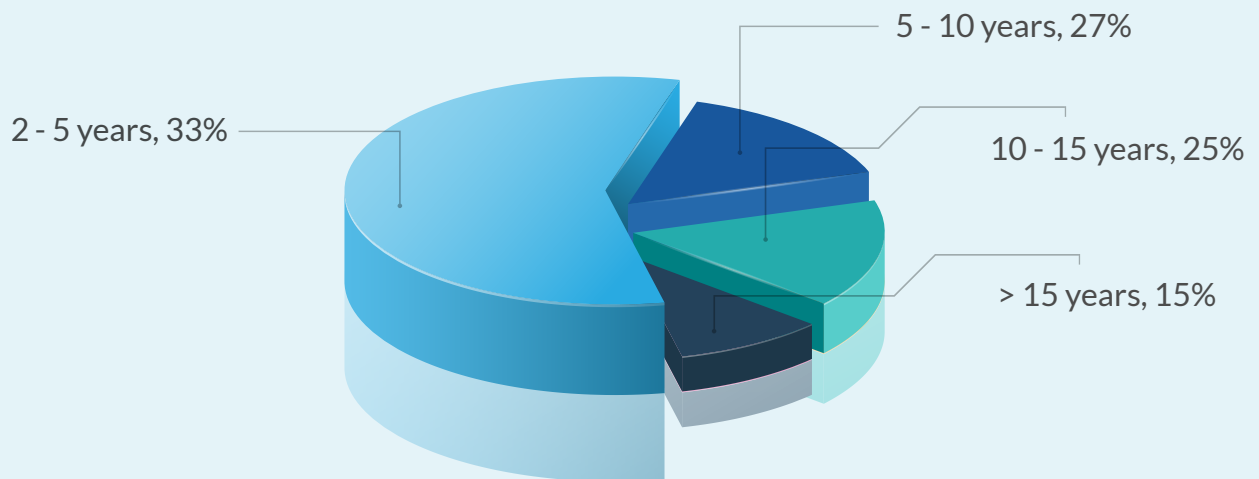
"How can I prepare to face new competitors?"

"How can I have a new plan to tackle the global events?"

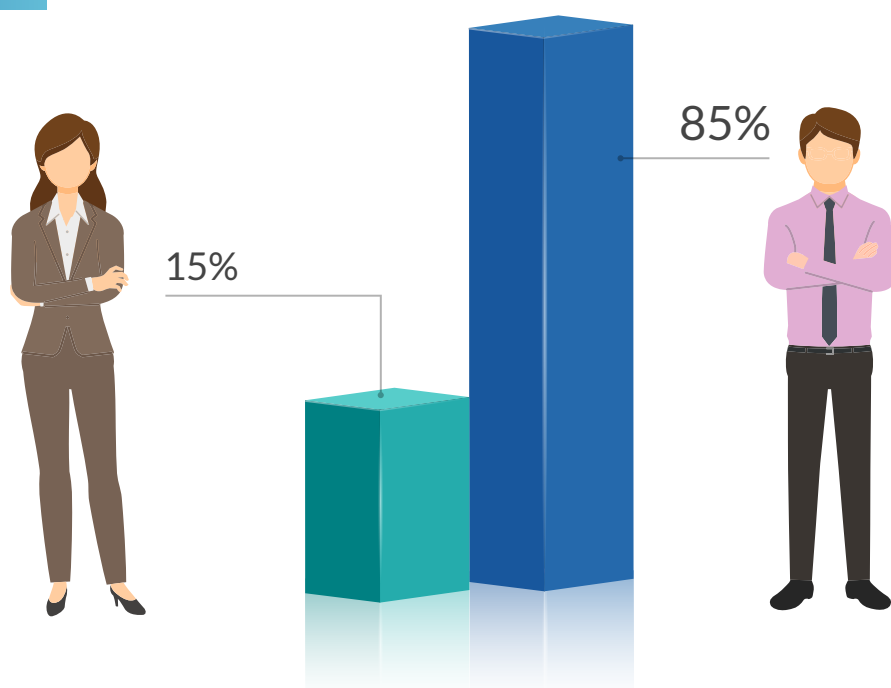
The Answer: Effectively Designed Strategies

PGCSM - BATCH 01

WORK EXPERIENCE



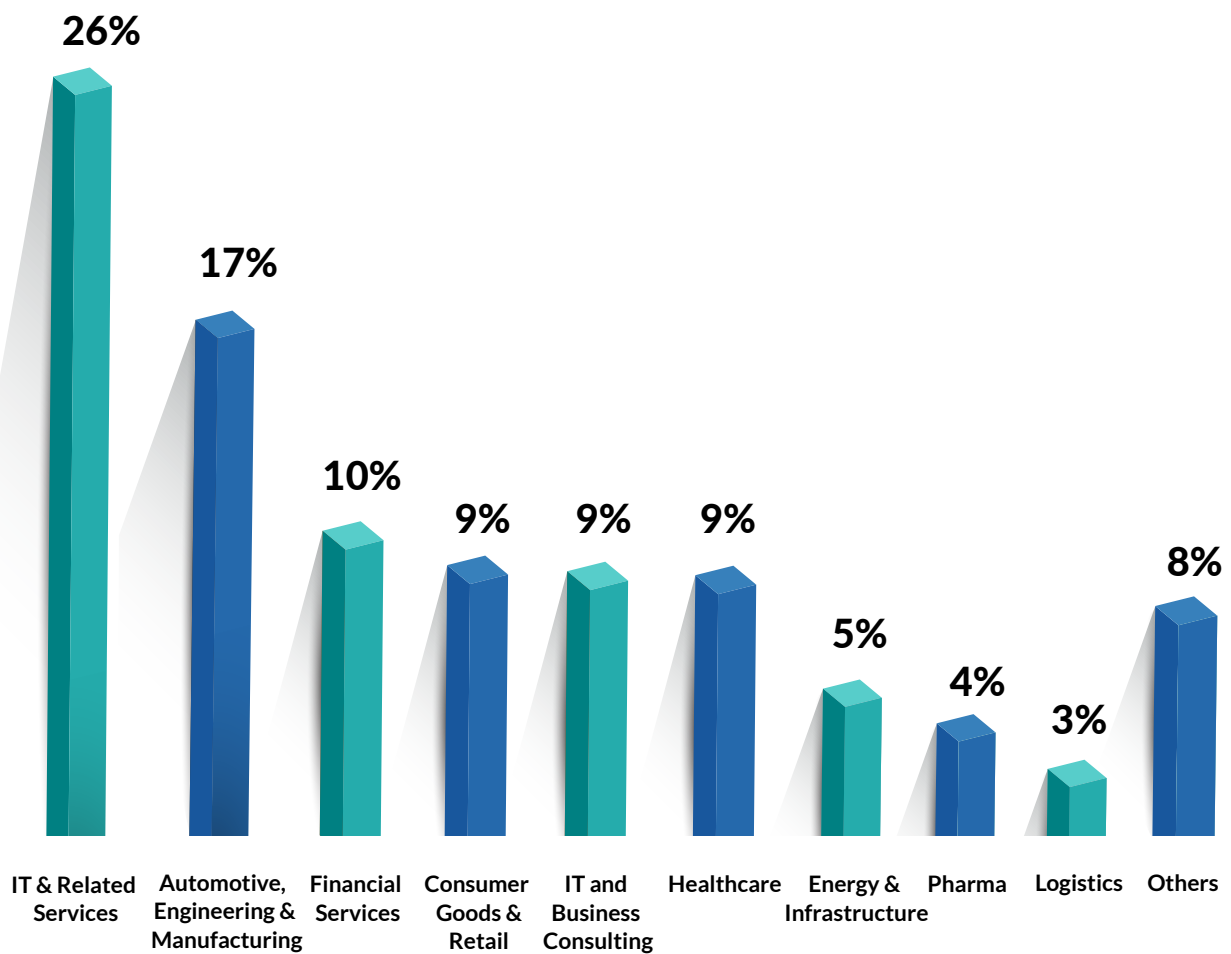
GENDER



Source: IIM Trichy Database

PGCSM - BATCH 01

INDUSTRY



Source: IIM Trichy Database

RISING NEED FOR SKILLED STRATEGISTS

As the world steps towards the new era of innovation and technology, the demand for skilled strategists is rising. However, several studies have revealed that businesses are suffering from the lack of skilled talent to lead through an ever-changing dynamic business landscape.

Skill Gap: The Problem

The majority of organisations (80%) are currently facing a leadership talent shortage – **India Today**

Fewer than 10% of organisational leaders exhibit strategic skills – **Forbes**

67% of well-formulated strategies failed due to poor execution – **HBR**

61% of executives can't meet the strategic challenges they face in senior leadership – **HBR**

50%–60% of executives fail within the first 18 months of being promoted or hired – **HBR**

90% of start-ups fail 5 years after inception due to lack of innovation – **IBM & Oxford**

Upskilling: The Solution

Acquiring the right strategic management skills will help the decision-makers to get equipped with the latest tools and techniques to anticipate change and direct organisational actions along the right path.

“Strategy is about making clear-cut choices about how to compete.”
- Jack Welch

ABOUT THE PROGRAMME

Post Graduate Certificate Programme in Strategic Management (PGCSM)

In today's dynamic environment, it is not only desirable but rather essential for every organisation to have a strategy. By enrolling for **IIM Tiruchirappalli's Post Graduate Certificate Programme in Strategic Management (PGCSM)**, you will be able to help your organisation to reduce the risk of operation by initiating timely innovations and early actions.

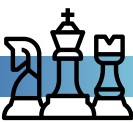
PGCSM's unique curriculum is designed to offer a set of concepts and tools that equips senior leaders to make faster decisions, collaborate effectively in a more interconnected environment, and lead organisations with impact. **PGCSM** explores the evolving world of business strategy, focusing on the increasingly important roles of innovation, customer centricity, design thinking, etc., in building effective and holistic strategies. Adopting a participant-centered and practice oriented pedagogy, the programme aims to offer participants specialised competencies in strategic management.

Programme Objectives

At the end of this programme, you would have gained valuable insights on how to build holistic strategies in a complex business world. The programme will enable you to:



LEAD the formulation and execution of strategy at your organisation



USE strategic frameworks, models and tools to formulate, evaluate and improve strategies



BUILD resilience in your business to sense and respond to environmental changes effectively, such as digital transformation and pandemics



SUSTAIN competitive advantage in your business

PROGRAMME HIGHLIGHTS



Holistic curriculum blending current research and practice for high impact

Equal emphasis on analytical, creative and social aspects of strategy



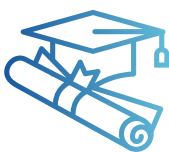
Uncover new value propositions through frameworks such as Blue Ocean Strategy and Jobs-to-be-Done

Application-oriented pedagogy through carefully curated case discussions and business simulations



Workshops on Design Thinking and Business Model Canvas

A 6-day campus module at IIM Tiruchirappalli's sprawling state-of-the-art campus



IIM Tiruchirappalli Executive Education Alumni status

PROGRAMME CONTENT

PGCSM will contain the following modules that will be delivered over 99 off-campus and 36 on-campus hours (totalling to 135 contact hours):

S#	Title of the Course	Title of the Module	Topics to be Covered
1	Business Foundations	Basics of Finance and Accounting	<ul style="list-style-type: none"> • Financial Statement Analysis and Ratios • Financing Decisions: Capital Structure, Working Capital Decisions, Short-term and long-term liabilities • Investment Decisions: Capital Budgeting Basics
		Basics of Organisation	<ul style="list-style-type: none"> • Theories of Organisation • Organisational Structure • Organisational Culture
2	Competitive Strategy	Analysis of the External Environment	<ul style="list-style-type: none"> • Industry and Competitor Analysis • Stakeholder & Non-Market Analysis
		Creating and Sustaining Competitive Advantage	<ul style="list-style-type: none"> • The Concept of Value and Value Creation • Jobs to be Done Framework • Value Chain Analysis • Resource Based View • Business Model Basics • Competitive Action and Response
3	Corporate Strategy for Growth	Corporate Strategy	<ul style="list-style-type: none"> • The concept of Corporate Advantage • Make vs. Buy Decisions • Choice of Strategic Alliances vs. Acquisitions • Corporate Entrepreneurship
		Global Strategy	<ul style="list-style-type: none"> • Global Institutions and Strategy • Foreign Market Location Decisions • Global Sourcing • Market Entry Mode Decisions
4	Strategic Innovation	Strategic Innovation, Organisational Turnaround/ Renewal	<ul style="list-style-type: none"> • Blue Ocean Strategy • Business Model Canvas • Business Experimentation • Disruptive Innovation
5	Strategy Capstone [In-campus Module]		Design Thinking Workshop
			Strategic Leadership and Corporate Governance
			Capstone Case and Business Model Workshop
			Strategy Simulations

PEDAGOGY, PROGRAMME DELIVERY, & SCHEDULE

Pedagogy

The pedagogy will involve a combination of the following:

- Case Discussions
- Lectures
- Group Learning Exercises
- Simulations (In-campus Module)
- Workshops (In-campus Module)



Programme Delivery

- Blended mode of delivery offered in synchronous learning mode via a studio infrastructure and one in-campus module.
- Online classes will be held on the Direct to Device (D2D) platform, wherein online interactive lectures get delivered to your desktop/laptop/mobile.

Class Schedule – Saturday: 3:15 p.m. to 6:30 p.m.

Programme Duration – 9 months + 4 weeks for examination



Campus Immersion

One campus visit of 6 days towards the end of the programme.

ELIGIBILITY & ADMISSION CRITERIA

Who Should Attend?

- Working professionals aspiring to take up the business unit and organisational leadership roles.
- Business unit heads in large enterprises.
- Owners of small and medium enterprises desiring to build their strategic competencies.
- Entrepreneurs or aspiring entrepreneurs who look to build their businesses.
- Functional executives desiring to move into consulting roles.



Eligibility Criteria

- Bachelor's degree, with at least 50% marks or equivalent CGPA (45% in case of candidates belonging to SC/ST/PWD) awarded by
 - a) Universities incorporated by an act of the central or state legislature in India or other educational institutions established by an act of parliament or
 - b) Institutions declared to be deemed as a university under section 3 of the UGC Act, 1956, or
 - c) Possess an equivalent qualification recognised by the Ministry of HRD, Government of India.
- Minimum post qualification experience of 3 years is desirable (can also include running their own businesses).
- Reservations will be provided to eligible candidates as per Government of India norms.
- Employed in an organisation or should be running their own business at the time of seeking admission to the programme.
- Promising candidates based on their academic performance, work experience and organisational roles on a case-to-case basis by the institute.



Admission Criteria

The selection will be based on the candidate's profile evaluation.

EVALUATION & ATTENDANCE CRITERIA

Evaluation Methodology



Written exams



Assignments



Online exams



Simulations

Exams will be conducted by IIM Tiruchirappalli and will be administered through the D2D platform.

Attendance Criteria

The participant is expected to attend a minimum of 70% of classes in each course that is offered as a part of the programme.





CERTIFICATION & ALUMNI STATUS

- Students who successfully complete the programme and fulfil all the prescribed requirements will be awarded a Certificate of Completion.
- Successful candidates will also be accorded with IIM Tiruchirappalli Alumni status.

PROGRAMME DIRECTORS' PROFILES



Prof. K S Manikandan

is an Associate Professor in the Strategy Area. Prof. Manikandan's research is focused on the growth and governance of enterprises. His research has been published in leading practitioner and research journals such as Harvard Business Review and Strategic Management Journal, and has been cited in The Economist. He has presented his research at leading international conferences including the Academy of Management and Strategic Management Society. At IIM Tiruchirappalli, Prof. Manikandan offers courses on Strategic Leadership and Strategies for Growth in full-time

and executive programmes. He has conducted executive training sessions for organisations such as Chennai Petroleum Corporation Limited, Hindustan Petroleum Corporation Limited, India Post, Pratham Software and United Health Group, etc. He holds a doctorate in strategic management from IIM Bangalore and a Mechanical Engineering degree from the College of Engineering Guindy. He worked in TVS Motors Limited and Hindustan Aeronautics Limited before joining IIM Tiruchirappalli.

PROGRAMME DIRECTORS' PROFILES



Prof. Mukundhan K V

is an Assistant Professor of Strategy. He holds a bachelor's degree in Electrical and Electronics Engineering from BITS, Pilani, and a PhD in Strategic Management from IIM Kozhikode. His research broadly focuses on strategic issues concerning Emerging Market Multinationals and Global Value Chains. His work has been published/presented in reputed journals and international conferences conducted by the Academy of Management, Academy of International Business, and the Strategic Management Society. At IIM Tiruchirappalli, he teaches courses on Competitive

Strategy, Global Strategy, Digital Strategy, and Business Models in the MBA/Executive MBA programmes. Prior to his PhD, he worked for Samsung and Microsoft on competitive intelligence and patent analytics assignments in technology areas related to mobile telephony, human-machine interfaces, automotive electronics, systems biology and electronic payment gateways. As part of his first degree, he interned at the Supplier Technical Assistance department of Ford India Private Ltd., and in the Affordable Access Devices department of Hewlett Packard Labs India.

VOX ALUMNUS



Prasanna Arunachalam
Senior HR Manager,
IBM India Private Limited.

After almost 17 years, I wanted to pursue my studies and was looking for a course that would help me to sharpen my leadership acumen in the area of strategy. I had gone through many strategic management course offerings from the top IIMs in India before enrolling to PGCSM at IIM Trichy. Ours was the first batch and I must say we had the best learning experience blended with practical and theoretical aspects of strategic management - a well-crafted curriculum that covered case studies of top companies, well thought-out project assignments, intriguing quizzes and interactive, highly knowledgeable professors handling the sessions. This is the best 12 months of my academic career thus far!



Reginald Joseph
APAC Sales,
SAS India Private Limited.

I took the Strategic Management Certificate programme to position myself for senior sales leadership career opportunities. I gained a thorough understanding of ways to be more effective in executing strategy on a day-to-day basis. The structure, format, content, and education from the programme helped fast-track my sales leadership and management skills. The programme was structured to share insights around the tools and techniques that can be immediately put into action. The case-based study examples were vital for me. I would strongly recommend it to colleagues who have a similar business interest as mine in my industry.

VOX ALUMNUS



Deepanker Srivatsava
CEO,
Igniting Thought Private Limited.

Based on my superior experiential journey, I strongly recommend PGCSM to current and aspiring business leaders responsible for driving overall P&L or functions. The programme will also help those embarking on an entrepreneurial journey. I find the programme valuable for the following reasons: (i) Highly experienced and insightful faculty members, (ii) World-class course structure, (iii) Highly contextual and valuable case studies, and (iv) Hands-on exercise, quizzes and simulations.



Richa Anuragini
Cyber Security Analyst,
TCS.

PGCSM01 has been a really insightful experience for me. I have been able to learn so much in a field that was so unfamiliar to me initially. The case studies were really helpful in understanding and widening the horizon of knowledge.

PROGRAMME FEE, INSTALMENT SCHEDULE, & IMPORTANT DATES

Programme Fee

Particulars	Amount (in ₹ and excluding GST) *
Registration Fee	2,500
Total Fee (Including of Application Fee)	1,99,400
*Note <ul style="list-style-type: none">All fees are exclusive of applicable taxes.All fees will be collected by BCCL.	

Instalment Schedule

	Instalment I		Instalment II	Instalment III	Instalment IV
Instalment Date	At the time of Application	Within one week of offer letter roll-out date	10 th June, 2022	10 th August, 2022	10 th October, 2022
Amount (in ₹)*	10,000**	47,150	45,000	45,000	52,250

*All fees are exclusive of applicable taxes

**Includes application fee of ₹2500. The amount of ₹10,000 is refundable in case the participant's profile is rejected by IIM Tiruchirapalli.

Important Dates

Application Closure Date	5 th March, 2022
Academic Orientation Date	19 th March, 2022
IOL Classes Start Date	26 th March, 2022

APPLY NOW

ABOUT IIM TIRUCHIRAPPALLI

IIM Tiruchirappalli (IIMT) is one of the fastest-growing second-generation IIMs with a full-fledged state-of-the-art campus spread over 176 acres. Started in 2011, the institute has established its name as one of the premier management institutions with capabilities in creating and disseminating management knowledge. The institute has 33 faculty members with strong academic and industrial experience. Faculty members are from leading management educational institutions both from India, like IIMs and IITs, and also from foreign universities. The institute, apart from running the flagship Post Graduate Programme in Management also has doctoral programmes and postgraduate programmes in business management for working managers.

IIM Tiruchirappalli was conferred with the Leadership & Innovation Award: 2020 in the Business School Category by the Higher Education Forum (HEF) at the 11th HEF Annual Convention. The Institute is placed 7th among top B-Schools in Outlook-ICARE India MBA Rankings 2020.

IIM Tiruchirappalli has been placed at 17th rank by the National Institutional Ranking Framework, Ministry of Human Resource Development, Government of India (2021) in the category of Management Institutions.

The e-Learning Center of Executive Education and Consultancy (EEC) furthers the mission of IIM Tiruchirappalli to reach out to aspiring executives keeping in mind their time and location constraints. The e-learning programmes enable IIM Tiruchirappalli to foray into the online Executive Education space with a single-minded focus to make quality management education contemporary, conveniently accessible, and affordable.



About TimesTSW

The Second Wind (TSW) is an initiative by Times Professional Learning for working professionals who are keen to hone their skills to add value to their work for a more rewarding career.

TSW's passion for excellence and a brief that "Executive Education Empowers" work hand-in-hand with the organisation's aim to impart knowledge to business professionals nationwide.



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THE TIMES OF INDIA GROUP

About Times Group

The Times of India Group began its operations in 1838 and is India's oldest and largest media house. The Times of India is the world's largest-selling English newspaper with over 5 million copies sold daily.

The Economic Times is the world's 2nd largest English business newspaper, second only to The Wall Street Journal, with over 8,00,000 copies sold daily.

The Times Group is also India's most diversified media conglomerate with assets across Publishing, Radio, TV, Out of Home (OOH), and Online Media.



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