



भारतीय प्रबन्धन संस्थान तिरुचिरापल्ली
Indian Institute of Management Tiruchirappalli



CRAFT STRATEGIES TO FUTURE-PROOF YOUR BUSINESS

Post Graduate Certificate Programme in Strategic Management (Batch 03)

09 Months | Blended | ₹2,31,500 + Taxes



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









Programme Overview

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 equip 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 Highlights

-  Contextually designed 9-month programme for business leaders
-  Peer-learning & networking opportunities
-  Campus immersion module of 4 days
-  IIM Tiruchirappalli Executive Education Programme Alumni Status
-  Focus on real business use cases
-  Workshops on Design Thinking and Business Model

Learning Outcomes



Hone your analytical abilities, creativity, and social skills to lead/participate in the formulation and execution of strategy at your organisation



Understand concepts and tools that help in building and sustaining competitive advantage for your business



Develop a mindset that helps your business stay relevant through continuous innovation and growth



Building resilience in your business to sense and respond environmental changes effectively



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

Programme Curriculum

The Certificate Programme in Strategic Management will contain the following modules that will be delivered over 111 off-campus and 24 on-campus hours (totalling to 135 contact hours):

01. Business Foundations :

- **Basics of Finance and Accounting**
 - 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**
 - Theories of Organisation
 - Organisational Structure
 - Organisational Culture

02. Competitive Strategy

- **Analysis of the External Environment**
 - Industry and Competitor Analysis
 - Stakeholder & Non-Market Analysis
- **Creating and Sustaining Competitive Advantage**
 - 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

03. Corporate Strategy for Growth

- **Corporate Strategy**
 - The Concept of Corporate Advantage
 - Make vs. Buy Decisions
 - Choice of Strategic Alliances vs. Acquisitions
 - Corporate Entrepreneurship
- **Global Strategy**
 - Global Institutions and Strategy
 - Foreign Market Location Decisions
 - Global Sourcing
 - Market Entry Mode Decisions

04. Strategic Innovation

- **Strategic Innovation and Organisational Renewal**
 - Blue Ocean Strategy
 - Business Model Canvas
 - Business Experimentation
 - Disruptive Innovation

05. Strategy Capstone (In-campus Module)

- Design Thinking Workshop
- Capstone Case and Business Model Workshop
- Strategy Simulations

**Modules/topics are indicative only, and the suggested time and sequence may be dropped/modified/adapted to fit the participant profile and programme hours.*

Pedagogy

The pedagogy to be followed in this programme will involve a combination of case discussions, lectures, group learning exercises, simulations (in-campus module), and workshops (in-campus module).

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, Tablet, or Smartphone.

Campus Immersion

There will be ONE campus visit of FOUR days at IIM Trichy.

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 COVID-19 situation, the same will be included in the total number of online sessions.



Duration

09 Months
(with 3 hrs. per week)

Schedule

Saturday
3:15 p.m. to 6:30 p.m.

Eligibility Criteria

- Eligible candidate should possess a bachelor's degree with a minimum of 50% aggregate marks or equivalent
- Minimum post qualification experience of 3 years* is desirable (can also include running their own business)
- Candidates should be currently employed in an organisation or should be running their own business at the time of seeking admission to the programme

**Internships and training experience will not be considered as fulltime experience.*

Who Should Attend?

- Working professionals aspiring to take up 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

Admission Criteria

The selection will solely be based on the candidate's profile evaluation. In exceptional cases, IIM Trichy may ask for additional information from the candidate, and ask them to appear for an online interview if desired.

Attendance Criteria

A minimum of 70% attendance is mandatory for each module of the programme.



Assessment & Evaluation

- Evaluation methodology is at the discretion of the faculty. The methodology includes online exams (exams will be conducted by IIM Trichy and administered by BCCL on the D2D platform), case analysis, 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 participants apply their conceptual learning in the programme to actual organisational-decision scenarios.

Certification & Alumni Status

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded a 'Certificate of Completion'
- Successful candidates will also be accorded with IIM Tiruchirappalli Executive Education Programme alumni status



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

Programme Directors



Prof. K.S. Manikandan

Prof. K.S. Manikandan is Professor of Strategy at IIM Tiruchirappalli. 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, Asia Pacific Journal of Management, Journal of Management Studies 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, Indian Oil Corporation Limited, Larsen & Toubro, 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 the doctoral programme.

Programme Directors



Prof. K.V. Mukundhan

Prof. K.V. Mukundhan 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.

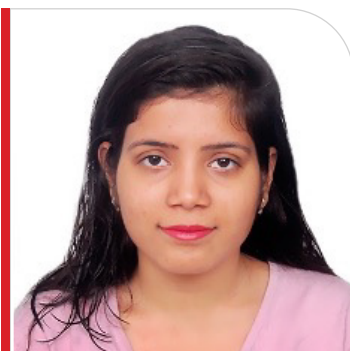
After almost 17 years, I wanted to pursue my studies and was looking for a course that would help me to sharpen my leadership acumen in the area of strategy. I had gone through many strategic management course offerings from the top IIMs in India before enrolling to PGCSM at IIM Trichy. Ours was the 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.



RICHA ANURAGINI

CYBER SECURITY ANALYST,
TCS.

PGCSM 01 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.



**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.



Nishanth Jacob

Senior Business Development
Consultant,
Nsk Consultants, Saudi Arabia

I pursued the PGCSM at IIM Trichy as I wanted to enhance my consulting service offering to my clients. Though I started with a lot of personal apprehensions, they soon vanished with every class, case study, and assignments. I benefited immensely from a well-balanced programme, including the theory lessons and the hands-on approach of solving the case studies using different strategic frameworks. The case studies were carefully chosen with the right mix of traditional and new-age digital business, which kept the learnings in line with the latest trends in the market. My favorite modules were the competitive strategy, the strategic innovation, and the capstone simulation.

The on-campus module is a significant part of the programme, and I will cherish the on-campus infrastructure and interaction with the professors and my batchmates. The cumulation of all learnings into the 2-day capstone simulation helped me understand the concepts in real-time and improve my decision making, as I moved from a silo thinker to holistic thinker.



Thanky Sebastian

Head – Sales and
Customer Experience,
IRON Systems Inc.,USA

PGCSM - a great platform for the current and future leaders to learn the tools and techniques about Strategic Management and to contribute well to the organisation you are part of. The journey is very simple, structured, and interesting along with a wonderful team of professors to deliver the content in the most efficient and effective manner. It's not just strategy, you are going to learn a lot of a related topics too, through the interactive sessions and case studies. The group case studies are the most interesting and important piece of this entire curriculum. Along with learning, it gives you a strong network, good friends, and a lot of laughter too! The course gives a strong foundation to the basic and important tactics in strategy planning and execution which is the most difficult and required skill in each of our career. Even though your weekend is going to be busy with a lot of information, discussions, group study, tests, etc. You will really miss all of those once it is completed. The best part of this journey is the campus module and it gives a different experience of learning through real examples of strategic management. The major take away from this programmes is it gives you a different and better perspective to your thought process and makes you a better leader by focusing on the core rather than just completing the tasks which might not produce the desired outcome for the organisation.

Programme Fee

Particulars	Amount (₹)*
Application Fee	2,500
Total Fees	2,31,500

Note:

- All fees are exclusive of applicable taxes.
- All fees will be collected by BCCL.
- In case an applicant's profile is rejected by the Institute, then the initial amount paid on the registration shall be refunded subject to a deduction of ₹2,500 (Rupees Two Thousand and Five Hundred Only) by way of administrative charges.
- This is with reference to the refund of the processing fees. Please note that the processing fee shall not be refunded in the following circumstances:
 - In case candidate rejects the offer issued by the Institute; and
 - In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled.

Instalment Schedule

Instalment	Date	Amount (₹)*
I	At the time of application	10,000**
	Within one week of offer rollout	59,000
II	10 th December, 2023	50,000
III	10 th February, 2024	50,000
IV	10 th April, 2024	62,500

Note:

*All fees are exclusive of applicable taxes.

** All fees will be collected by BCCL.

Programme Timelines

Last Date to Apply	Refer to Website
Programme Start Date	21 st October, 2023
Programme End Date	August 2024

APPLY NOW 



भारतीय प्रबन्धन संस्थान तिरुचिरापल्ली Indian Institute of Management Tiruchirappalli



IIM Tiruchirappalli (IIMT) is one of the fastest-growing second-generation IIMs with a full-fledged state-of-the-art campus spread over 174 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 44 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. It 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.

National Rankings:





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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