



Programme Director & Faculty
Prof. Ranjan Das

- Professor of Strategic Management at IIM Calcutta (IIMC) Since 1997.
- Expertise of devising strategy, execution & corporate restructuring.
- Over 2 decades of industrial experience at senior Level, has been MD of joint stock company prior to joining IIMC.
- Prolific Author-6 books & published several research papers in International reputed magazines.
- Consultant / Advisor to more than 50 Global companies.



Co Faculty
Dr. Ashis Sen

- Head - Capability Building, in a fortune 500 company. Received on behalf of his organisation the Palladium, USA Balanced Scorecard Hall of Fame award for Excellence in Strategy Execution.
- Presented successful implementation case study in workshops conducted by Dr. Kaplan and Dr. D. Norton from Palladium, USA. He has co-authored articles on Balanced Scorecard implementation in Howard Business Publishing (HBP).
- Authored books and published articles in leading journals of International repute.
- Dr. Ashis Sen is certified on Executive Coaching from the renowned Hay Group.

Some Major events in the recent past



Kaplan - Norton Balanced Scorecard Boot Camp - 2012 at Mumbai



Dr. Richard Boyatzis at Carvenation Centre, TSS Mumbai



Dr. Daniel Goleman at EI and Leadership Summit at New Delhi



Dr. Robert Brunning at Competency Based Selection & Interviewing Skills, Mumbai/Delhi

Timings: 9:30 am - 5:00 pm , Registration begins at 9:00 am

Registration	Delegate Fee	Sponsorship / In house Training
Email : register@princetonacademy.co.in Call : 022 66976892 / 74 Mention the name of participant, company, contact details. Fees includes lunch, tea, course material etc.	Upto 2 Delegates : INR 25,000* 3 or More : INR 23,000* 5 or More : INR 21,000* *(Service Tax @ 12.36% will apply)	Please contact at senashis@gmail.com contact.ifeil@gmail.com contact.ifeil@gmail.com Mobile : + 91 9920434669

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Presents
Certification Workshop on

"Creating Successful Business Strategies in a Dynamic Environment"

on 11th & 12th September, 2014
at The JW Marriott, Juhu Tara Road, Juhu, Mumbai-400049



By Prof. Ranjan Das
IIM Calcutta
Program Director and Core Faculty

- **How do companies plan and manage highly uncertain growth opportunities.**
The key question on the minds of every executive is how to improve performance in a highly uncertain and volatile economy.
Superior performance requires a management system that enables the organization to focus on the things that matter, rapidly re-deploy resources to the highest value activities and away from those activities that destroy or diminish value. Sustaining that performance requires discipline, alignment, and agile decision-making.
- **Good Strategies & Effective Implementation are Templates for Organizational Success.**
The business landscape in India has witnessed large scale, frequent and disruptive change in the last decade and half. Competition does not differentiate Public Sector or Private Industries and spares none. In the war for profits and market-share companies with better strategies and effective strategy implementation succeed at the cost of peer companies. The cost of failure on these fronts is mortality.
- **Freight Strategy creation, review, monitoring and re-strategizing form part & parcel of an Indian Executive's Job.**
Competition is now an established and acknowledged truth in the world of India Inc. It is here to stay. Higher competition often leads to eroded margins resulting in smaller purses for investment. For Business Strategists, "abundant resources" is a phrase of the past. Business leaders have to do more with less.

Also, global boom and bust states occur with cyclic regularity. The sinusoidal graph of fluctuating growth puts additional pressure on Indian managers to monitor and re-evaluate their strategies on a continual basis.

Today, strategic inputs on customer preferences, vendor capabilities and demands, stakeholders opinions and expected political changes are received from frontlines and involve people from all functions. Thereafter, important tactical and even strategic decisions emanate from middle management for quick combatting of competition and inimical forces, as also leverage opportunities. Therefore learning about Strategy creation and Strategy Implementation is now every executive's job.

Program Objectives :

The program has the following broad objectives :

- Provide a perspective on actions that are taken by companies to respond to cyclical nature of business.
- Identify strategic choices available including road maps to survive and grow during recession.
- Help participants develop an agenda for actions for their respective business units.
- Understand the Balanced Scorecard Framework for strategy implementation. Balanced Scorecard concept was created at Harvard Business School by Dr. Robert Kaplan and a practitioner Dr. David Norton which is used by majority of the fortune 500 companies.

Pay Off :

- Improve your strategy management and execution expertise
- Experiment with innovation ideas and learn from accompanying mistakes
- Apply the lessons learned in the workshop to a current organizational challenge
- Processes of effective strategy development and translation
- Components of a complete Strategy Map
- Methods and techniques necessary to cascade and align strategy
- Key linkage points between strategy and operations
- Processes and tools to monitor / test / adapt strategy and improve decision - making

Organization's Shared Vision



Day 1

Strategic choices for achieving competitive success :

Session 1 & 2	Retaining market share in declining markets • Growing in markets when markets do not grow : need for a new line of thinking • Convincing customers to buy products under difficult market conditions • Competitive threats and competitive advantages
Session 3 & 4	Two strategies to deal with recessionary condition • Develop an AGILITY TO SPOT short lived opportunities and act before the window closes • Develop ABILITY TO ABSORB and create a buffer to withstand any "punishment" that opposing forces may mete out Agenda for Action

Day 2

Session 1 & 2 Balance Scorecard	• Understand the value of implementation (Research Details) • Understand basics of Balanced Scorecard • Action Plan for Balanced Scorecard implementation in your organization
Session 3 & 4 Strategy Maps	• Develop ability to use Strategy Maps and Balanced Scorecard from given strategy • Understand basics of Strategy Maps

Program Methodology :

The program would consist of a mix of concept discussions and case examples, videos, group exercises followed by experience sharing by participants. It will end with an agenda for action to be developed by each participant for their respective business unit.

Program Eligibility :

The program is aimed at managers at middle and senior levels in the organization and from various functional areas who are involved in or provide support to strategic analysis, decision making and execution.

It would also be beneficial to other managers who wish to improve their strategic understanding of business and management. Strategy and organizational consultants will also find the program useful.

About FEIL

Forum for Emotional Intelligence Learning (FEIL) is a worldwide recognized body in the field of developing quality leadership & training people in Strategy, leadership, competency & EI abilities. FEIL is a result of dedicated efforts of world class practitioners & proponents of Indian academia and industry engaged in leveraging education and quality training programs for building long term capabilities in Indian organisations. Formed in 2008, FEIL, a no profit organization stands for the core purpose of liberating human potential for a better tomorrow. (www.feil.org)