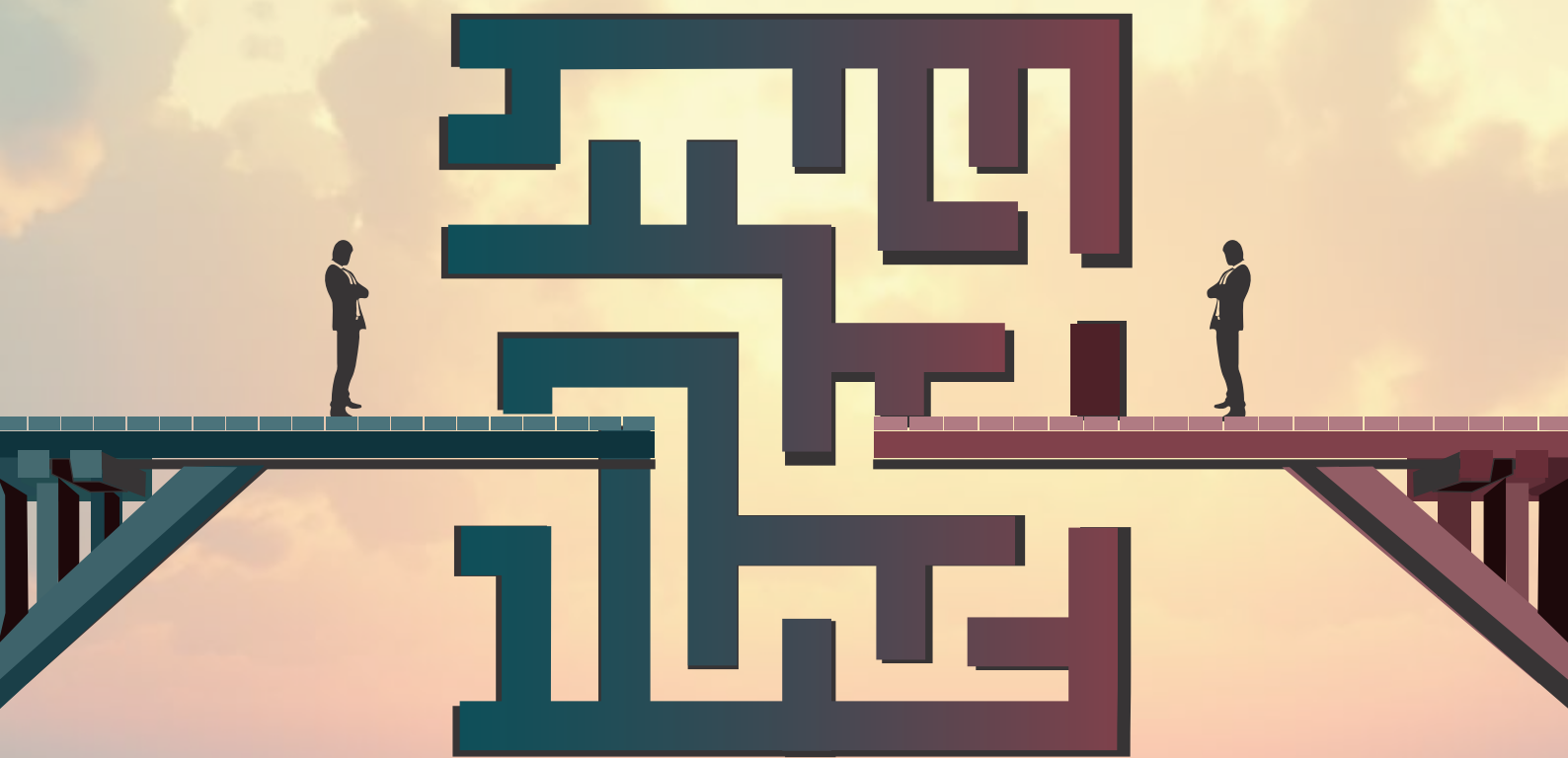


Strategy Implementation

January 28 - February 1, 2019



EXECUTIVE EDUCATION
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Strategy Implementation

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The role of strategist is not just to formulate strong strategies but also to convert it into results through effective implementation. The growing importance of strategy implementation can be judged by the fact that top managers attribute organisation's ability to deliver superior and sustainable performance to superior execution. Even entrepreneurs are increasingly being evaluated not just on ideas but for their ability to scale up pilot projects. This programme provides an opportunity to understand and examine the various insights, context, and tools that managers/policy makers/entrepreneurs can employ to implement key strategic initiatives. Participant will learn that strategy implementation architecture spans across top management, middle management, and operational staff. Through case discussion and role plays, participants would learn how organisational structure, people, leadership, processes, and monitoring systems are to aligned with strategy to guide effective implementation.

Objectives

- Delineate the strategy formulation process
- Explore role of middle managers in strategy implementation
- Discuss the frameworks, models and principles of project management
- Evaluate alignment between organizational structure and implementation
- Design systems for monitoring execution
- Provide a platform for sharing experiences in implementing growth strategies in different contexts

Programme Highlights

The programme would cover the following aspects of Strategy Implementation:

Strategy Formulation Process

- Influence of key stakeholders on strategy formulation
- Strategic leadership
- Relevance of organization capabilities for implementation

Role of Middle Managers in Strategy Implementation

- Balance Scorecard
- Top-down and Bottoms-up strategy formulation
- Communicating strategy

Designing a Project Management Architecture

- Project Portfolio
- Planning and work breakdown
- Activity optimization

Building Committed Teams

- Right Team configuration
- Inspirational (affective) leadership
- Negotiation in problem solving

Organizing for Implementation

- Change management
- Influencing tactics
- Organization Structure

Management Control Systems

- Dashboards for performance management system
- Resource allocation
- Finance versus operational control systems

Organisational Alignment

- Role of vision & mission: purposeful organization
- Pervasive commitment
- 7S framework

Implementation Illustration: Contextual Intelligence

- Innovation: Technology adoption
- Internationalization: Overcoming liability of newness



Participants' Profile

The programme is meant for:

- Managers and policy makers- who are entrusted with the task of rolling out key strategic initiatives
- Entrepreneurs- who want to convert ideas into results
- Consultants-who work with clients to implement recommendations.

Pedagogy

The programme would use a mix of pedagogies like case method, panel discussion, role play and simulation and presentations.

Faculty

- Sharma, Sunil (Faculty Chair)
Email: sunilsharma@iima.ac.in
and other IIMA faculty

Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **January 14, 2019**. The last date for early bird discount is **January 7, 2019**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

Executive Education

Indian Institute of Management Ahmedabad
Vastrapur, Ahmedabad 380 015.
Phone: +91-79-6632 4461 to 69 and 4472 to 77
Fax: +91-79-2630 0352 (ExEd)/ 2630 6896 (General)
Email: exed@iima.ac.in
Website: www.iima.ac.in/exed

Certificate

A certificate of participation will be issued to the participants at the end, subject to attending all the sessions of the programme.

Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests stay with them during the programme.

Programme Fee and Payment

INR 1,20,000 plus 18% GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.



The programme fee should be received by the Executive Education Office latest by **January 14, 2019**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer:

1. Name of Beneficiary:
Indian Institute of Management Ahmedabad
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: _____ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance:
Strategy Implementation
5. IIMA Permanent Account Number (PAN):
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):
AHMI00189A
7. IIMA GST Registration Number:
24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

[B] Payment Gateway

For more information, please visit the respective programmes in our website (www.iima.ac.in/exed).

Discount

Early Bird Discount: Nominations received with payments on or before **January 7, 2019** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

Group Discount: Any organisation sponsoring 4 or more participants will be entitled to a discount of 7% on total fee payable provided that at least 4 participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and the alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (equivalent to MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-Year Post Graduate Programme in Management for Executives
- Executive Education offers short duration programmes through open enrolment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme for teachers in universities and colleges
- Two year, e-Mode (online + campus) Post Graduate program in Management (ePGP)

The Institute has about 97 faculty members working in the following management areas and centres:

Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organisational Behaviour
- Production and Quantitative Methods
- Public Systems Group

Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Management in Agriculture
- Centre for Management of Health Services
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Ravi J. Matthai Centre for Educational Innovation



Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा
भारतीय प्रबंध संस्थान अहमदाबाद

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