

13th TCS Emerging Leadership Seminar

21st September - 9th October, 2015



CONTENTS

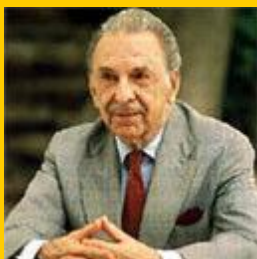


TATA MANAGEMENT TRAINING CENTRE.....	3
SEMINAR FACULTY.....	4
DAY-WISE SEMINAR SCHEDULE.....	14
DETAILED SESSION-WISE SEMINAR SCHEDULE.....	15
COMPILED LIST OF PRE - READS.....	24

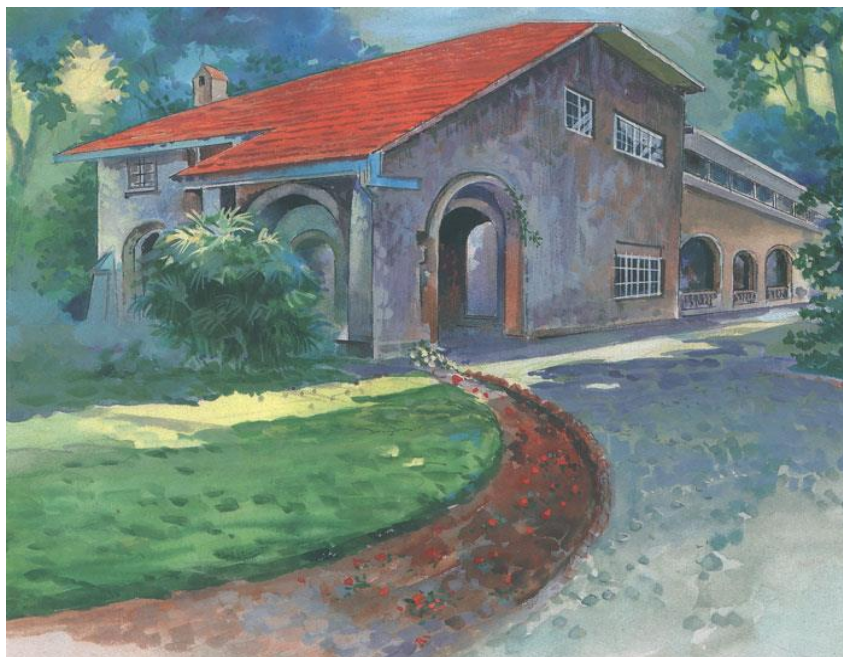
TATA MANAGEMENT TRAINING CENTRE TMTC

The Tata Management Training Centre (TMTC) was inaugurated on January 6, 1966. It was JRD Tata's vision to foster an educational institution that would assist, cultivate and contribute to the development of professional management for the economic development of the country.

Today TMTC is a leading management training institute in the country collaborating with renowned national & international institutions. TMTC is the learning arm of the Tata Group Human Resource function.



1904 - 1993



This TCS Emerging Leadership Seminar is
Designed and Delivered in Partnership with
Tata Management Training Centre

SEMINAR FACULTY

**DR. SHYAMAL ROY - IIM BANGALORE**

Economics & Social Sciences - Professor

Doctor of Philosophy, University of Missouri, Columbia, USA, 1974,
MA, Delhi University, India, 1967

BA, Calcutta University, India, 1965

Research Areas:

Economic Policy; Agricultural Policy; Organizational Restructuring;
Turn-around strategy; Manpower Planning; Project evaluation and
impact studies

Recent Consulting:

Training needs analysis of Kerala Water Authority

Financial Restructuring of Kerala Water Authority

Improving the efficiency of irrigation water use

A tax policy for computer hardware sector

Academic Positions: IIM Bangalore: 1986-present

Professional Appointments: Member, Board of Governors, IIM
Bangalore

Significant Publications:

1. Food Production Trends and Prospects in India, in co-authorship with Fred H. Sandreson (The Brookings Institution, 1979).
2. "Impact of Labour Availability and Irrigation Development on Multiple Cropping In India", (in co-authorship with Dharam Narian) in Raj K.N. Amartya Sen and C. H. Hanumantha Rao (Eds) Studies in Indian Agriculture, Oxford University Press, 1988.
3. Economic Policy in India" in Students' Britannica, 2000
4. "A Comparative Study of Public Road Transport Service Providers", Proceedings of the International Conference on Services Management, March 11-12, 2005, New Delhi, pp 367-371
5. Macroeconomic Policy Environment - An Analytical Guide for Managers. (Tata McGraw Hill, 2005)

SEMINAR FACULTY

**MR. SHANTANU GOKHALE - TATA MANAGEMENT TRAINING CENTRE**

Shantanu Gokhale is associated with the practice area of Finance and Ethics. Prior to joining TMTC, he has been a Visiting Faculty with various business schools like Symbiosis Institute of Business Management (SIBM), National Insurance Academy (NIA), and University of Pune- Department of Management Sciences (PUMBA). Academic areas covered by him included Corporate Finance, Portfolio Management, Security Analysis and Derivatives. He has also delivered several Corporate Training sessions in companies like Tata Motors Ltd., Tata AutoComp Systems Ltd., Kirloskar Brothers Ltd. and Zensar Ltd.

Before academics he has worked in sectors ranging from EPC (Engineering, Procurement & Construction) to Aerospace and work has ranged from Design Engineering at Kirloskar Consultants, India and EMCON, USA to Financial Analysis at Bombardier Aerospace, Canada and Jog Engineering, India.

Shantanu is currently pursuing a Ph.D. in Financial Management at Symbiosis International University. He is an MBA (Finance) from DeGroote School of Business, McMaster University, Canada. He also has a Master of Science (MS) from Lehigh University, USA and BE from University of Pune.

SEMINAR FACULTY

**MR. SUBRAMANIAM VUTHA****Areas of Special Interest:**

- Information Technology Laws, Intellectual Property Rights, E-Commerce Laws

Experience of 32 years:

- More than 12 years of specialized legal consulting in the areas of
 - IT Transactions and complex IT contracts (international and domestic)
 - Developing corporate frameworks for Intellectual Property assets and corporate compliance - policies, strategies, processes, guidelines, checklists, training and licensing of technology
- Former Senior Vice President - Legal, at Tata Infotech Ltd.
- Corporate work experience of over 25 years with leading organizations, including Monsanto India Ltd., IL & FS Ltd., and Schoolnet India Ltd.

Education:

- B.Com. (Honours) of Bombay University.
- LL.B. and LLM - Bombay University, With specialization in Commercial Laws
- Associate Member of the Institute of Company Secretaries of India.
- Diploma in Tax Management of Bombay University - covering direct and indirect taxes

Committees/Affiliations:

- Member, Computer Law Association, U.S.A.[now International Technology Law Association] a worldwide body of computer lawyers
- Past President and Member of the Board, Licensing Executives Society (LES), India, an affiliate of the Licensing Executives Society, International. - A worldwide association of lawyers, technologists, business executives and other professionals engaged in advising on licensing of technology and IPR
- First member of LES India to attend a Train-the-Trainer Program [at Tokyo] on Intellectual Asset Management, conducted by LES International
- Former Advisory Board Member, BNA International Inc., London's erstwhile publication titled World Internet Law Report
- Lecturer on I T Laws at the University of Mumbai's Department of Law, for LLM students
- Former Member, Working Group on TRIPS, Confederation of Indian Industries
- Former Co-Chairman, WTO & Intellectual Property Rights Committee of the Bombay Chamber of Commerce & Industry
- Former Member of a Legal Advisory Group constituted by the Controller of Certifying Authorities, Ministry of Information Technology, Government of India
- Former Member of the in-house counsel panel constituted by the erstwhile World e Business Law Report, London.
- Founder member of the Technology Law Forum, a forum dedicated to Building Bridges between Technology and the Law

Publications

- Author of the "Internet effects: E- Business and IPR" forum, on the TATA Group web site.
- Occasional contributor to newspapers and specialized publications on areas of interest
- Paper on patent protection for software and software related inventions presented to Government of India.
- Co-author of a chapter titled "Software Licensing as a Driver of the Indian Economy" in a book released by LES International, titled Licensing Best Practices

Presentations

- Member / Spokesman of industry delegation to the World Intellectual Property Organization at Geneva in 1999
- Speaking assignments from: Nasscom, The Bombay Chamber Of Commerce, Confederation of Indian Industries, Associated Chambers Of Commerce And Industry of India, Institute of Company Secretaries of India, Bombay Chartered Accountants Society, International Fiscal Association (Western India Region), Information Systems Audit and Controls Association, Forum of Free Enterprise, e BIZ Forum of Businessweek.
- Invited by the Government of India to make a presentation on Patenting of Software preparatory to the drafting of amendments to the Patents Act, 1970
- Member of a team of LES trainers at Intellectual Asset Management training courses held in early 2006, at Mumbai and Delhi, for Indian lawyers, technologists and business executives

SEMINAR FACULTY**MR. R. GOPALAKRISHNAN**

R Gopalakrishnan (Gopal to his friends) studied physics at St Xavier's Kolkata, engineering at IIT Kharagpur and attended the Advanced Management Program at Harvard Business School. He is a past president of the All India Management Association.

Gopal has been a corporate leader for long: 31 years in Unilever and 17 years in Tata. He served in Jeddah as chairman of Unilever Arabia, in Bangalore as managing director of Brooke Bond Lipton and vice chairman of Hindustan Lever, and as executive director of Tata Sons.

Gopal has wide corporate and board experience over the last 25 years. Apart from serving as a director on the Tata group's parent board, Tata Sons, and several group companies, he also serves as an independent director of listed companies, Akzo Nobel India, Castrol India, and Hemas Sri Lanka.

Gopal is an international speaker and is actively engaged in both instructional and inspirational speaking. Over the last few years, he has spoken at Hong Kong, Hangzhou, and Kuala Lumpur in Asia, Dubai and Abu Dhabi in the Middle East, as well as Brussels, Paris, Philadelphia. These are in addition to extensive speaking engagements within India.

Gopal prefers to speak on certain subjects: India, Marketing, Governance, Strategy, Organizational Transformation, People Management, and Innovation. He relies on practical examples, rich with anecdotes rather than theory or analytical frameworks. He has taught an unusual course titled 'LWNT-Learning what's Not Taught' at B-schools.

Gopal is an author of four best-selling books; some of them have been translated into Chinese, Hindi and Tamil.

2007, "The Case of the Bonsai Manager: lessons for managers on intuition", Penguin.

2010, "when the penny drops: learning what is not taught", Penguin.

2012, "WHAT THE CEO REALLY WANTS FROM YOU: the 4 A's for managerial success", Harper Collins India.

2013, "A COMMA IN A SENTENCE: the extra-ordinary story of an ordinary family over six generations", RUPA Publications.

He is currently working on his fifth book.

SEMINAR FACULTY**MR. VEERAMANI SHANKAR**
MANAGING DIRECTOR & CEO, RALLIS INDIA LIMITED

Mr. V Shankar is the Managing Director and Chief Executive of Rallis India Limited, a TATA Enterprise. Mr. Shankar moved to Rallis in December 2005; prior to this, he held the position of COO, Phosphates Business in Tata Chemicals Limited (TCL).

Mr. Shankar began his career with Indian Aluminium Company Limited in 1979. He then joined Hindustan Lever Limited in 1986 and had a long stint of eighteen years with the Unilever Group of Companies. During this period he served in various positions including Unilever Corporate Audit and as Business Head for Agri Business and later Fertilisers. In Fertilisers, Mr. Shankar was appointed Director in Hind Lever Chemicals Limited which went on to merge with Tata Chemicals Ltd in the year 2004.

Mr. Shankar is a Board Member of Crop Life India Association. He is a member of the CII Agriculture National Council, FICCI National Agriculture Committee and FICCI National Chemicals Committee.

Mr. Shankar is a Chartered Accountant, Cost Accountant, Company Secretary as well as a Law Graduate. A B.Com (Hons.) graduate ranked third in the Calcutta University and having qualified with distinctions of All-India rank in both Intermediate and Final CA examinations, Mr. Shankar has varied experience in industry for over 35 years.

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PROF. D. V. R. SESHADRI
Adjunct Faculty, IIM Bangalore (Marketing Area)

D.V.R. Seshadri is an Adjunct Faculty at IIM Bangalore and IIM Udaipur. He is also visiting faculty at IIM Ahmedabad and IIM Indore. His areas of interest are: B2B Marketing and Corporate Entrepreneurship. He holds a B. Tech. from IIT, Madras, M.S. from University of California and is a Fellow of IIM Ahmedabad, followed by 15 years industry experience. He is a highly rated trainer.

He has co-authored three books: 'Innovation Management,' with Prof. Shlomo Maital, Sage India in 2007; 'Global Risk / Global Opportunity,' with Prof. Shlomo Maital, by Sage India, in June 2010; and Indian adaptation of 'Business Market Management (B2B): Understanding, Creating and Delivering Value,' with James Anderson, James Narus and Das Narayandas, Pearson Publishing, in June 2010.

SEMINAR FACULTY



Dr. N S Rajan

CHRO & Member of the Group Executive Council, Tata Sons.

NS Rajan is the group chief human resources officer and member of the Group Executive Council of Tata Sons. He is also the Chairperson of the Group Diversity Council and Group Affirmative Action Forum of the Tatas. Dr Rajan is a graduate in economics from Loyola College, Chennai, and a post graduate in business management, batch of 1983, from XLRI, Jamshedpur. He has a PhD in the area of Leadership from the Indian Institute of Technology, Delhi.

Previously, Dr Rajan was a partner and global leader, people and organisation, at Ernst & Young (E&Y). He joined E&Y in 2001 and was instrumental in building the practice in India from scratch to a leading market position today.

Dr Rajan has over three decades of work experience spanning industry and consulting in reputed companies such as Ranbaxy, Asian Paints, BlowPlast, and E&Y. Prior to joining E&Y, he was a director at Asia Online, a US multinational company.

Dr Rajan is the former national president of National HRD Network (NHRDN), the country's premier association of the human resources fraternity. During his tenure, governance, engagement and networking were the three pillars he envisioned to serve the fraternity, spearheading seminal changes through the board. He has also served as a member of the Confederation of Indian Industry's national committees on skills, human resources and industrial relations as well as education. He has been a member of the Governing Council of the Consultancy Development Centre under the aegis of the ministry of science and technology of the Government of India. Dr Rajan, along with his batch of 83, has been instrumental in developing the XLRI Endowment Fund.

Dr Rajan is a visiting faculty member at premier business schools such as IIM-Ahmedabad, and XLRI, Jamshedpur. He has been recognized as HR Professional of the Year (2008) by the National HRD Network. He speaks eight languages and writes poetry in three, is a blogger and active in Social Media.

SEMINAR FACULTY



PROF. PRASANNA CHANDRA - Centre for Financial Management

Dr. Prasanna Chandra, the Director, is an M.B.A., Ph.D.(Finance). He has over three decades of teaching experience in post graduate and executive education programmes. He was a Professor of Finance at Indian Institute of Management, Bangalore for nearly two decades. He was a Visiting Professor of Finance at Southern Illinois University, USA for two years. He was appointed as a member of several committees including the Capital Issues Advisory Committee, the High Powered Committee on Insurance Sector Reforms, and the SEBI Committee on Derivatives. He has served or is serving on the boards of a number of organisations including Power Finance Corporation, Unit Trust Of India Investment Advisory Services Limited, Torrent Pharmaceuticals Limited, Inter-Connected Stock Exchange of India, Indian Institute of Management, Bangalore, State Bank Academy, IFCI, KSDL, Templeton Mutual Fund, Bangalore Stock Exchange Limited. He has been a consultant to many organisations.

He has conducted executive seminars for a number of organisations like INDAL, TELCO, ITC, TISCO, Sasken Communication, TATA-IBM, Tyco Electronics, GTB, BHEL, Bharat Shell, ANZ Grindlays, Hindustan Lever, Hewlett Packard, HMT, Canara Bank, Vysya Bank, ONGC, WIPRO, Infosys, Motorola, Microsoft, NIIT, an GAIL.

He has received several honours including the Best Teacher Award from the Association of Indian Management Schools.

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**DR. LOIZOS HERACLEOUS**

Loizos Heracleous holds a Chair in Strategy and Organization at Warwick Business School, and is an Associate Fellow of Green Templeton College and the Said Business School at Oxford University. He earned his PhD from the University of Cambridge. In 2013 he received a DSc (honorary doctorate) from the University of Warwick for lifetime contributions to knowledge.

Loizos serves on the editorial boards of several leading management journals including the top empirical management journal, the Academy of Management Journal, and the top management theory journal, the Academy of Management Review. His research has been published in over 60 research papers in leading periodicals such as the Academy of Management Journal, Academy of Management Review, Strategic Management Journal, Journal of Management Studies, Organization Studies, Harvard Business Review, MIT Sloan Management Review, and Human Relations. His work has been honored by three Best Paper Awards from the US Academy of Management; in 1999 (on globalization), 2004 (on organization development), and 2006 (on corporate governance). He also received three research awards from Emerald (two of which for research with the best practical implications), and several teaching excellence awards for his MBA teaching. His case study on “Strategic leadership and innovation at Apple Inc” has won the Case Center’s overall case study award for 2013 out of a pool of 17,511 cases.

Loizos’ research on dual strategy as implemented by Singapore Airlines has been published in the Harvard Business Review in 2010 and in the Journal of Applied Behavioral Science in 2014. His findings on Apple Inc’s dual strategy have been published in Organizational Dynamics in 2013. He has authored or co-authored the following books: Strategy and Organization: Realizing Strategic Management (Cambridge University Press, 2003); Discourse, Interpretation, Organization (Cambridge University Press, 2006); Flying high in a competitive industry: Secrets of the world’s leading airline (McGraw-Hill, 2009); Crafting Strategy (Cambridge University Press, 2011); Business Strategy in Asia: Text and Cases (Cengage, 2013); and Practicing Strategy (Sage, 2013).

Loizos’ fields of expertise lie in strategic management, change leadership, corporate governance and organization development. He is an experienced executive development practitioner, having worked with senior managers of blue chip corporations since 1997. His work has spanned the private and public sectors, in both developed and emerging economies, with clients such as the Bank of China, Standard Chartered Bank, Aviva, IBM, MAN, O2, and Rolls Royce. He has worked with the Singapore Institute of Directors from 1999-2004 to train company directors on principles of good corporate governance, and has since continued developing directors around the world on issues of governance and strategic thinking through customized programs. He is currently exploring how organizational ambidexterity can be implemented effectively with NASA’s Johnson Space Center and other organizations.

More information can be found on Loizos’ webpage at www.heracleous.org, on his Twitter [feed@Strategizing](https://twitter.com/feed@Strategizing), and he can be contacted at loizos.heracleous@sbs.ox.ac.uk

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PROF. L S MURTY - IIM BANGALORE

Production & Operations Management Professor
Fellow, Indian Institute of Management Ahmedabad, 1987
B. Tech Jawaharlal Technological University, 1978

Research Areas:

Operations planning, operations strategy

Academic Positions:

IIM Bangalore: September 1991-present
Associate Professor, Xavier Institute of Management, Bhubaneswar, (1988-91)
Associate Professor, Xavier Labor Relations Institute, Jamshedpur, (1987-88)

Other Assignments:

Engineer, Hindustan Aeronautics Limited, Hyderabad, (1978-82)

Awards:

Best Teacher Award - Most Responsive Professor for the year 1999-2000 at IIMB

Significant Publications:

1. Sarang Jagdale, Ishwar Murthy, and LS Murty, Simultaneous Evaluation of Product Line Decisions and Investment in Production Technology/Capacity Decisions, Paper presented at POM 2007 Conference at Dallas, May 2007
2. Diatha K. Sundar and LS Murty, Coordinated Planning System Configuration. Paper presented at POM 2002 Conference at San Francisco, April 2002
3. Murty LS, Interactions among production planning decisions. Paper presented at POM 2002 Conference at San Francisco, April 2002
4. Narasimhan MS and LS Murty, Emerging Manufacturing Industry: A Financial Perspective, IIMB Management Review, 13(2), June 2001
5. Avittathur B, Janat Shah, and LS Murty, Comparison of production-distribution strategies with review periods as decision variables: Case of multi-product, multi-region production-distribution system - Part I, Working Paper: WPS-363/99, Indian Institute of Management Calcutta, 1999
6. Avittathur B, Janat Shah, and LS Murty, Comparison of production-distribution strategies with review periods as decision variables: Case of multi-product, multi-region production-distribution system - Part II, Working Paper: WPS-363/99, Indian Institute of Management Calcutta, 1999.

DAY-WISE SEMINAR SCHEDULE
13th TCS Executive Leadership Seminar, Trivandrum

Date	Days	First Half	Second Half
21 st Sept, 2015	Monday	Arrival	Opening Ceremony
22 nd Sept, 2015	Tuesday	Macro-Economic Environment	Macro-Economic Environment
23 rd Sept, 2015	Wednesday	Macro-Economic Environment	Macro-Economic Environment
24 th Sept, 2015	Thursday	Financial Management	Financial Management
25 th Sept, 2015	Friday	Financial Management	Financial Management/ Guest Session
26 th Sept, 2015	Saturday	Innovation Management	Innovation Management
27 th Sept, 2015	Sunday		
28 th Sept, 2015	Monday	Learning What is not taught	Learning What is not taught/ Guest Session
29 th Sept, 2015	Tuesday	Inspirational leadership	Inspirational leadership/ Guest Session
30 th Sept, 2015	Wednesday	Marketing Management	Marketing Management
1 st Oct, 2015	Thursday	Marketing Management	Marketing Management
2 nd Oct, 2015	Friday	Corporate Valuation and Value Creation	Corporate Valuation And Value Creation
3 rd Oct, 2015	Saturday	Corporate Valuation and Value Creation	Cyrus Mistry Video
4 th Oct, 2015	SUNDAY		
5 th Oct, 2015	Monday	Strategy	Strategy
6 th Oct, 2015	Tuesday	Strategy	Strategy
7 th Oct, 2015	Wednesday	Strategy	Free Slot
8 th Oct, 2015	Thursday	Operations Management	Operations Management
9 th Oct, 2015	Friday	Operations Management	Operations Management/ Program Closure

Session	Faculty	
Macro Economics	Prof. Shyamal Roy	IIM B
Finance Management	Mr. Shantanu Gokhale	Tata Management Training Centre
Innovation Management	Mr. Subramaniam Vutha & Mr. Kalyanaraman S	IPR consultant to Tata Group and Chair, IP Strategy Working Group, LES International.
Learning What is not taught	Mr. R. Gopalakrishnan	
Inspirational leadership	Prof. DVR Seshadri	Faculty - IIM B
Marketing Management	Prof. DVR Seshadri	Faculty - IIM B
Corporate Valuation and Value Creation	Dr. Prasanna Chandra	Centre for Financial Management Visiting
Strategy Management	DR. Loizos Heracleous	Warwick Business School
Operations Management	Prof. L. S. Murty	Faculty - IIM B

DETAILED SESSION-WISE SEMINAR SCHEDULE

Monday, 21st September 2015

Day 0

1600 onwards	Inauguration
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Tuesday, 22nd September 2015
Dr. Shyamal Roy - Macro Economics

Day 1

Session	Details
0900 - 1030	Why Macro economy is important? How does an economy work? Understanding the macroeconomic concepts
1030 - 1100	Tea/ Coffee Break
11100 - 1300	Why abnormal events take place in an economy; how to interpret those? India's inflation and US financial crisis
1300 - 1400	Lunch
1400 - 1530	Fiscal Policy Concepts
1545 - 1600	Tea/ Coffee Break
1600 - 1730	Euro zone crisis; India's Fiscal Policy concerns

Reference Book:

Shyamal Roy, Macroeconomic Policy Environment - An Analytical Guide for Managers 2/e,
 Tata McGraw Hill, 2010

Pre-reads: Chapter 1

Wednesday, 23rd September 2015
Dr. Shyamal Roy - Macro Economics

Day 2

Session	Details
0900 - 1030	Completion of Fiscal Policy discussions. Monetary Policy transmission mechanism and the money supply process
1030 - 1100	Tea/ Coffee Break
1100 - 1300	Completion of Fiscal Policy discussions. Monetary Policy transmission mechanism and the money supply process
1300 - 1400	Lunch
1400 - 1530	Balance of Payments and exchange rate determination Global Economic Scenario
1530 - 1600	Tea/ Coffee Break
1600 - 1730	Balance of Payments and exchange rate determination Global Economic Scenario

Thursday, 24th September 2015
Mr. Shantanu Gokhale - Finance Management

Day 3

Session	Details
0900 - 1030	Basics of Financial Statements and their Importance
1030 - 1045	Tea/ Coffee Break
1045 - 1300	Interpreting terms in Financial Statements
1300 - 1400	Lunch
1400 - 1730	Interpreting terms in Financial Statements

Friday 25th September 2015
Mr. Shantanu Gokhale - Finance Management

Day 4

Session	Details
0900 - 1030	Ratio Analysis
1030 - 1045	Tea/ Coffee Break
1045 - 1245	Introduction to Costing
1245 - 1345	Lunch Break
1345 - 1515	Activity Based Costing
1515 - 1530	Tea/ Coffee Break
1530 - 1730	Introduction to Financial Risk Management

Cases to be used: Destin Brass Products (Costing)

Saturday, 26th September 2015

Day 5

Mr. Subramiaam Vutha & Mr. Kalyanaraman S.- Innovation Management

Session	Details
0900 - 1045	IPR from a Corporate Perspective/IPR as a key differentiator for long term business growth/IPR Essentials
1045 - 1115	Tea/ Coffee Break
1115 - 1300	IPR in Software Development
1300 - 1400	Lunch
1400 - 1700	2 Case Studies on IPR and Software Development

Sunday, 27th September 2015

Day 6

Day Off

Monday, 28th September 2015

Day 7

Mr. R. Gopalakrishnan

Session	Details
0915 - 1545	Learning What is Not Taught

Monday, 28th September 2015

Day 7

Session	Details
1600 - 1800	Guest Session (Mr. Veeramani Shankar)

Tuesday, 29th September 2015
Dr. DVR Seshadri - Inspirational leadership

Day 8

Session	Details
0830 - 0945	Recognising need for having a purpose of life - Taking ownership of my life
0945 - 1000	Tea/ Coffee Break
1000 - 1115	Lessons from people who manifested 'Inspired Leadership' - Inspired Leadership
1115 - 1130	Break
1130 - 1245	Mind - its nature, power and potential; Quietening the noise of the mind
1245 - 1330	Lunch
1330 - 1445	How will you measure your life?
1445 - 1500	Tea/ Coffee Break
1500 - 1630	Towards personal-mastery: Practice of 'Letting Go'

Tuesday, 29th September 2015

Day 8

Session	Details
1630 - 1830	Guest Session (Dr. N. S. Rajan)

Wednesday, 30th September 2015
Day 9
Dr. DVR Seshadri - Marketing Management

Time	Coverage
DAY 1: Wednesday 30th September 2015	
Theme I - Customer Value	
Understanding Customer Value; Characteristics of Business Marketing; Technology Driven Market Evolution; Managing Major Accounts; Managing Customers for Profits; Positioning of Technology Products and Services; Understanding Decision Making Units; Developing Communication Concept; Customer Centricity	
Session I: Understanding Customer Value	
09:00 - 11:00	Introduction Program Overview Characteristics of Business Markets Handouts: 1. Grainger Advertisements and Value-based Advertising handouts
11:00 - 11:30: Tea Break	
Session II: Understanding Customer Value	
11:30 - 13:00	The Marketing Function as a process of understanding, creating and delivering value Caselet: Automobile Fleet Marketing Articles: 1. Fundamentals of Customer Value 2. Business Markets: Understanding What Customers Value
13:00 - 14:00: Lunch Break	
Session III: Customer Centricity	
Technology Driven Market Evolution; Managing Major Accounts; Managing Customers for Profits; Positioning of Technology Products and Services; Understanding Decision Making Units; Developing Communication Concept; Customer Centricity	
14:00 - 15:30	Customer Value Case: Atlantic Computer Articles: 1. Customer Value Management 2. Tie-breaker Selling
15:30 - 16:00 Tea Break	
Session IV: Creating a Culture of Delivering Customer Value	
Getting out of the commoditization trap	
16:00 - 17:00	Customer Centricity: Customer Value Management Caselet: Reinventing Marketing at Tata Steel
17:00 - 17:15: Bio Break	
Theme II - Market strategy / orientation	
Market Orientation; Marketing: Challenges of Change; Elements of Marketing Strategy; Market Segmentation and Target Market Selection; Linking Consumer Needs with Service/ Solution Development; Marketing of Multi-sided Platform; Multiple Value Propositions;	
Session V:	
Market Orientation; Marketing: Challenges of Change; Elements of Marketing Strategy; Market Segmentation, Targeting and Positioning	
17:15 - 19:00	Understanding Buyer Behaviour: Caselet: Purchasing a Computer Component Case: Dow Corning - Xiameter Article: How to Segment Industrial Markets

Thursday, 1st October, 2015
Dr. DVR Seshadri - Marketing Management

Day 10

DAY 2: Thursday 1st October 2015
Theme III - Branding in Business Markets

Driving Brand Over Value Chain; Branding Challenges for IT-Driven Businesses; Building Brands without Mass Media; Market Evolution and Brand Equity; Building a Strong Brand;

Session VI:

Marketing of Multi-sided Platform; Multiple Value Propositions

Branding in B2B markets

Customising Market Offerings

09:00 - 11:00	Caselet: What's On Your Business Menu? Case: Tata Consultancy Services: Selling Certainty Article: Capturing Value of Supplementary Services
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11:00 - 11:30 : Tea Break

Session VII: Linking Consumer Needs with Service/ Solution Development

11:30 - 12:30	Case: Zyme Solutions
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Session VIII: Insight Marketing

12:30 - 13:00	Caselet: Philips: Lighting up Eden Gardens Article: The End of Solution Sales
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13:00 - 14:00: Lunch Break

Theme IV - Customer Management
Session IX:

Customer Management

Managing Customers for Profits

The Challenge of Retaining Industry Leadership

14:00 - 15:30	Case: CMR Article: Note on Customer Management
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15:30 - 16:00 : Tea Break

Theme V - Go-to-market Strategies

Market Opportunity Analysis and Buyer Behavior; Concept Engineering: Overview; Diffusion of New Products and Services; Demand Forecasting and Diffusion Modeling: Basics; Market Driven and Market Driving Strategies; Implementing Marketing Strategy; Marketing of Solutions and Breakthrough Services;

Session X:

Entering new markets with innovative solutions

16:00 - 18:00	Case: i-flex Solutions Limited: Winning Unconventionally Workbook on Go to Market Strategies Article on Go to Market Strategies
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Session XI:

Program Closure

18:00 - 18:30	Feedback Happy Journey!
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Friday, 2nd October 2015

Day 11

Dr. Prasanna Chandra - Corporate Valuation And Value Creation

Session	Details
0900 - 1100	Basic concepts in valuation
1100 - 1115	Tea/Coffee Break
1115 - 1300	Project valuation
1300 - 1400	Lunch
1300 - 1530	Corporate valuation
1530 - 1545	Tea/Coffee Break
1545 - 1730	Corporate valuation

Saturday, 3rd October 2015

Day 12

Dr. Prasanna Chandra - Corporate Valuation And Value Creation

Session	Details
0900 - 1100	Managing for Value Creation
1100 - 1115	Tea/ Coffee Break
1115 - 1300	Managing for Value Creation

Saturday, 3rd October 2015

Day 12

Session	Details
1400	Mr. Cyrus Mistry Video

Sunday 4th October 2015

Day 13

Day Off

Monday, 5th October 2015

Day 14

Dr. Loizos Heracleous - Strategic Management

Session	Details	
0900 - 1015	Topic	Strategic Alignment and Core Competencies What is it that distinguishes winning companies from mediocre companies? How can strategies be developed and implemented effectively, to deliver success in hyper-competitive environments? In this session we discuss different levels of strategy (corporate, business, functional), key strategy principles relating to strategic alignment and core competencies, as well as how to analyse industries to uncover the level of their structural attractiveness. We will explore company examples of effective alignment as well as mis-alignment, and will see how a company can develop the right core competencies to support its strategy through consistent policies and investments at the organizational level.
1015 - 1030	Tea/ Coffee Break	
1030 - 1135	Topic	Mini-workshop: Strategic misalignments at your organisation.
1135 - 1145	Tea/ Coffee Break	
1145 - 1315	Case	Heracleous, L. 2014. Strategy and organization at Singapore Airlines: Creating a global champion
1315 - 1400	Lunch Break	
1400 - 1515	Topic	Strategic Leadership and Innovation In this session we will go beyond the discussion of strategic alignment and core competencies, by examining leadership as the driving force of strategic alignment; and innovation as a crucial core competency. What is it that makes leadership strategic, and what are the main tasks of a strategic leader? What are the right types of core competence for the organization to develop and how can this be done? We will use the case of Apple Inc and the leadership of the late Steve Jobs as the context for this discussion. After Steve Jobs' return in 1997, Apple has created breakthrough products that redefined whole industries, creating new markets and posting record profits. These innovations took place in the face of commoditization and slim margins in the very tough industries of personal computers and consumer electronics. We will examine the role of leadership and innovation in Apple's competitive success and derive broader principles of success.
1515 - 1530	Tea/ Coffee Break	
1530 - 1700	Case	Heracleous, L. & Papachroni, A. 2012. Strategic leadership and innovation at Apple Inc. European Case Clearing House
1700 - 1715	Tea/ Coffee Break	
1715 - 1830	Topic	Workshops - Applying key strategy concepts to your organisation <ul style="list-style-type: none"> • Strategic alignment at your organisation. Prepare a strategic alignment map • Strategic leadership. Evaluate strategic leadership at your organisation, as well as yourselves as leaders, from the perspective of the 6 tasks of strategic leadership • Innovation. How important is innovation for your organisation to accomplish its strategy, and if so, how innovative is it? What needs to be done to enhance innovation? • Selected plenary presentations

Tuesday, 6th October 2015
Dr. Loizos Heracleous - Strategic Management

Day 15

Session	Details	
0900 - 1015	Topic	Challenges of Global Strategy In this session we address patterns of internationalization in different types of industries, how competing in various nations influences competitive advantage, the different means of market entry, and global strategy dilemmas such as the need to gain the right balance between national responsiveness and global integration. We will discuss examples of successful versus unsuccessful global strategies and learn the main pitfalls that companies can encounter, even experienced ones already operating in various countries.
1015 - 1030	Tea/ Coffee Break	
1030 - 1135	Case	<ul style="list-style-type: none"> Heracleous, L. (2013). Chinese beer industry (A) - Demise of foreign competitors Heracleous, L. & Papachroni, A. (2013). Chinese beer industry (B) - Renewed optimism Heracleous, L. (2013). Towards maturity in the Chinese beer industry
1135 - 1145	Tea/ Coffee Break	
1145 - 1315	Topic	Workshop on global strategy In this workshop, participants will select one of their lines of business, and develop a plan to take it global. Participants will work in subgroups and then return in plenary sessions to share their plans with the rest of the group. The workshop aims to help participants apply the learning from the course to their own business context.
1315 - 1400	Lunch Break	
1400 - 1515	Topic	Ambidexterity as Competitive Advantage In this session we explore how the capability of organizational ambidexterity (the ability to balance competing demands such as high levels of quality and innovation at very low levels of cost) can lead to competitive advantage. We will examine how some organizations have accomplished ambidexterity and derive lessons for how to develop this capability. Finally we will examine to what extent TCS is ambidextrous and what else could be done to develop this capability further.
1515 - 1530	Tea/ Coffee Break	
1530 - 1700	Case	Ambidexterity as Competitive Advantage contd....
1700 - 1715	Tea/ Coffee Break	
1715 - 1830	Topic	

Pre-reading

Heracleous, L. & Gonzalez, S. A. 2014. Two modest proposals for propelling NASA forward. *Space Policy*, 30(4): 190-192.

Wednesday, 7th October 2015
Dr. Loizos Heracleous - Strategic Management

Day 16

Session	Details	
0900 - 1015	Topic	Strategy Execution This session will allow participants to gain an appreciation of the challenges of realizing strategy, through reflection on their particular situation and business issues. We will firstly address key execution concepts and frameworks, along with company examples. These include, in addition to the ESCO (Environment - Strategy - Core competencies - Organization) framework discussed in earlier sessions, the 7-S model, activity maps, and value chains. We will see how successful execution is based not only on use of analytical frameworks, but also on sound strategic leadership and on effectively configuring the organization to develop the capacity to deliver its strategy
1015 - 1030	Tea/ Coffee Break	
1030 - 1135	Case	Strategy execution workshop We will then carry out a workshop where participants can select one of the strategies identified in earlier workshops, and work on an execution plan, with plenary presentations towards the end of the session.
1135 - 1145	Tea/ Coffee Break	
1145 - 1315	Topic	Strategy execution workshop Contd..

Pre-reading

Heracleous, L. 2009. How to win in cut-throat industries I: Achieving strategic alignment.

Wednesday, 7th October 2015

Day 16

Session	Details
1400	Open Session

Thursday, 8th October 2015
Prof L S Murty - Operations Management

Day 17

Session	Details
0900 - 1015	Performance Frontiers Readings : "What is Strategy"
1015 - 1030	Tea/Coffee Break
1030 - 1245	Role of Operations in Organisations Case : Blitz Company
1245 - 1345	Lunch
1345 - 1615	Case: Blitz Company
1530 - 1645	Tea/Coffee Break
1645 - 1800	Case: INFOSYS BPO

Friday, 9th October 2015
Prof L S Murty - Operations Management

Day 18

Session	Details
0900 - 1100	Case : Manzana Insurance
1100 - 1115	Tea/Coffee Break
1115 - 1300	Case : Manzana Insurance
1300 - 1400	Lunch
1400 - 1530	Case : American Connector Company
1530 - 1545	Tea/Coffee Break
1545 - 1700	Case : American Connector Company

COMPILED LIST OF PRE - READS
13th TCS Executive Leadership Seminar (TCSELS), Trivandrum
21st September - 9th October, 2015

Compiled List of Pre - Reads		
Date	Module	Pre Reads / Home Work
	Inauguration	
22 nd & 23 rd Sept	Prof. Shyamal Roy - Macro Economics	Reference Book: Macroeconomic Policy Environment - An Analytical Guide for Managers (by Dr. Shyamal Roy) - Pre-read Chapters - 1, Macroeconomic and Monetary Developments 2014 - 15 (An Update)
24 th & 25 th Sept	Mr. Shantanu Gokhale Finance Management	Cases: Destin Brass Products
26 th Sept	Innovation Management	No Pre-reads
27 th Sept	Sunday Day Off	
28 th Sept	Mr. R. Gopalakrishnan Learning What is not taught	No Pre-reads
28 th Sept	Guest Session	No Pre-reads
29 th Sept	Dr. DVR Seshadri Inspirational leadership	
29 th Sept	Guest Session	No Pre-reads
30 th Sept	Dr. DVR Seshadri Marketing Management	
1 st Oct		
2 nd & 3 rd Oct (1 st Half)	Dr. Prasanna Chandra Corporate Valuation And Value Creation	Reference Book: <ul style="list-style-type: none"> Finance Sense - PRE-READS - Chapter 10,11,12, and 13 Strategic Financial Management : Chapter 1
4 th Oct	Sunday Day Off	

5 th Oct	Dr. Loizos Heracleous Strategic Management	<ul style="list-style-type: none"> • Strategy and organization at Singapore Airlines: Creating a global champion • Strategic leadership and innovation at Apple Inc.
6 th Oct		<ul style="list-style-type: none"> • Chinese beer industry (A) - Demise of foreign competitors • Chinese beer industry (B) - Renewed optimism • Towards maturity in the Chinese beer industry • Two modest proposals for propelling NASA forward. Space Policy, 30(4): 190-192.
7 th Oct (1 st Half)		<ul style="list-style-type: none"> • How to win in cut-throat industries I: Achieving strategic alignment (will be given by faculty)
8 th Oct	Prof. L.S. Murty - Operations Management	Article: What is Strategy Cases: Blitz Company INFOSYS BPO
9 th Oct		Case: Manzana Insurance American Connector Company

Thank you