



**XLEAD**  
XLRI Leadership Education and Development

Veranda  
higherEd



SENIOR EXECUTIVE  
DEVELOPMENT PROGRAMME IN  
**DRIVING GROWTH**

The CXO Programme

Batch: 4

XLRI Jamshedpur

# Objectives

The 21st century has witnessed volatility and rapid change in the dynamics of economies and industries at a pace unseen before. Traditional ways of doing business are being questioned and challenged by newer business models and emergent industries at a never-before-seen rapid pace. With the rapid rate of change in the business environment and competitive pressures, a key challenge for CEO's/Owners/Senior Managers is the ability to manage and sustain business growth. The programme has been structured to address the key challenges faced by businesses, especially MSME's and new-age businesses for achieving and sustaining growth in the new dynamics of the Indian Economy.

- Upon successful completion of this programmes participants should be able to:
- Build effective, Value-Oriented organizations
- Develop skills in Tools & Frameworks to formulate and implement effective strategies for competing and growth
- Appreciate the intricacies of Leadership and Driving Teams
- Understand the challenges and opportunities thrown up by Digital Business Models
- Cultivate a Holistic approach to Management functions & roles
- Deal with key pain-points in managing an organization
- Develop Critical Thinking & Decision Skills for solving organizational problems
- Improve understanding of Financial Implications of business decisions



# Programme Highlights

01

Certificate of Successful Completion from XLRI

02

A carefully curated and structured programme to expose participants to the multitude of dimensions required to make effective decisions to support growth and execute growth strategies

03

Receive practical guidance on achieving and sustaining growth and creating value stakeholders

04

Faculty with significant corporate education and training experience shall deliver the sessions and handhold the participants through their developmental journey

05

An engaging pedagogy shall ensure that the participants can connect the topics with their current day-to-day life and take away actionable guidance for the future

06

Many group assignments and exercises shall contribute towards networking with worthy classmates from other sectors and industries

07

The 2 on-campus immersion modules of 4 days each is designed to build cohesion in the batch, encourage peer learning and pave the path to stronger meaningful connections even beyond the programme

08

Opportunity to qualify for and earn the prestigious Executive Education Alumni status of XLRI upon registering on XLRI's Executive Alumni portal and paying a onetime registration fee of Rs.20000 after successful completion of the programme



# Course Details

**Duration:** 11 Months

**Class Commencement:** Sunday, 02 February 2025

**Class Schedule:** Sunday from 03.00 p.m. to 06.00 p.m. IST

## Eligibility Criteria

- For Indian Participants - Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognized university (UGC/AICTE/DEC/AIU/State Government) in any discipline
- For International Participants - Graduation or equivalent degree from any recognized University or Institution in their respective country
- CXO's/Senior Managers with a minimum 15 years total experience of which at least 5 years in a senior managerial position
- Professionals already working at CXO levels but with less than 15 years of overall experience will be considered for admission on a case to case basis

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## Who Should Attend?

- CEO's/Owners/Senior Managers of business in the Indian emerging economy backdrop
- CXO's responsible for driving growth and profitability
- Senior Executives responsible for driving growth initiatives in organizations
- Senior Managers on track for leadership positions

# Course Content

## Module 1 Leadership

01	Leadership - Setting the Context
02	Leadership Styles & Inspiring Moral Commitment towards common goals
03	Managing Team Dynamics & Communication
04	Power & Exercise of Influence in Organizations
05	Understanding & Managing Personal Networks

## Module 2 Connecting the Dots – Digital Business & Technology

01	Understanding the role of New Technologies in the Digital Economy
02	IT Investment & Portfolio Management
03	IT Governance & Leadership
04	Creating the Digital Journey Map
05	Crafting & Managing Digital Business Models

## Module 3 Business Strategy

01	Strategy & External Environment Linkages
02	Value Chains & Industry Attractiveness
03	Capability Building & Sustainable Competitive Advantage
04	Competitive Strategies
05	Organizational Lifecycle & Growth Strategies
06	Controlling & Implementing Strategy
07	Strategic Choices for Multi-Business Organizations

## Module 4 Critical Thinking and Decision Making

01	Creative Problem Solving for Decision Making
02	Unravelling Mental Models for Critical Thinking
03	Identifying and Appreciating Behavioural Biases in Decision Making

## Module 5 Finance, Risk, and Business Models

01	Understanding Financial Performance & Growth Drivers of Organizations
02	Managing Working Capital & Working Capital Funding
03	Cost-Benefit Analysis for Business Decisions
04	Legal Structure of Organizations & Compliances for Financial Decision Making
05	Risk Assessment & Management
06	Preparing & Evaluating Business Plans
07	Preparing an Investor Pitch for Funding

## Module 6 Managing Stakeholders & Organizational Change

01	Managing & Prioritizing Stakeholder Relations
02	Critical Success Factors in Managing Stakeholders
03	Change Management Frameworks & Drivers of Successful Change
04	Navigating Crises in Organizations

## Module 7 Go-To-Market (GTM) Strategy

01	Customer Value & Customer Journey Mapping
02	Developing New Products & Services
03	Developing & Evaluating Marketing Plans
04	Developing a GTM Strategy
05	Selling in the Digital Era

## Module 8 Operational Excellence

01	Managing Processes & Quality
02	Challenges in Managing Supply Chains & Inventory
03	Managing Internal Projects Efficiently

## On-Campus Component

This programme includes 2 on-campus immersions of 4 days each, the dates for which shall be informed to the participants at least one month in advance. Attendance to the On-Campus module is MANDATORY for all participants. The on-campus modules are subjected to the conditions that prevail at the point in time.

In event that the Jharkhand state authorities do not permit such in-person sessions due to the COVID-19 situation (or any such similar circumstances), the sessions planned for the campus component shall be completed online which may lead to an extension of the programme duration.

# Fees

## Programme Fee

**INR 2,95,000/- + GST**

An additional charge of ~INR 4,000 + GST per day is payable towards lodging and boarding charges at XLRI, Jamshedpur campus for the 8 days On-Campus immersion session.

### Instalment Structure with Due Dates

<b>Instalment 1</b>	Rs.60000 + GST / USD 1100	On or before Registration Date 1*
<b>Instalment 2</b>	Rs.55000 + GST / USD 1000	On or before 01 February 2025
<b>Instalment 3</b>	Rs.60000 + GST / USD 1100	On or before 05 May 2025
<b>Instalment 4</b>	Rs.60000 + GST / USD 1100	On or before 15 July 2025
<b>Instalment 5</b>	Rs.60000 + GST / USD 1100	On or before 05 October 2025



# Pedagogy

The primary method of instruction will be through LIVE lectures that will be beamed online via the Internet to student desktops/laptops or classrooms. The pedagogy will comprise of live lectures by XLRI faculties and will be taught with the help of pre-recorded sessions, in-class discussions, exercises, and case studies as deemed suitable for each topic being covered. All enrolled students will also be provided access to the LMS through which students may access other learning aids, reference materials and assessments, case studies, projects and assignments as appropriate. Throughout the duration of the course, students will have the flexibility to reach out to the professors, real time during the class or offline via the LMS to raise questions and clear their doubts.

## Programme Faculty



**Dr. Manish Singhal**

B. E. (Mechanical), PGDM (Finance), Fellow (Ph.D.),  
IIM Calcutta

An eclectic profile with qualifications in mechanical engineering, finance, general management, organizational behavior, and sociology, along with field experience in anthropology, archaeology, journalism, and yoga as sadhana and therapy.

Dr. Manish Singhal has work experience in chemical plant maintenance (J K Synthetics, Jhalawar), event management, administration, teaching, and training in holistic personality development and various management functions and skills. In particular, he has six years of full-time experience as a selfless missionary dedicated to 'Man-making & Nation-building' and has provided the breadth of experience to relate to various human challenges and encourage the move towards actualizing one's potential.

At XLRI, over the last 16 years, he has taught MBA courses on INDIVIDUAL BEHAVIOR, MANAGERIAL COUNSELING, NEGOTIATIONS, GROUP BEHAVIOR & LEADERSHIP, and the individual-, group-, and organization-level issues that underlie Leadership effectiveness.

Dr. Manish has guided Ph.D. students on their theses on Leadership emergence; Moral & Spiritual Leadership; Mentoring processes and outcomes; and The Role of Spousal Network Overlap in Networks in Organizations.

As a renowned trainer, Manish has designed and directed several successful open-enrollment Management Development Programmes at XLRI on a range of themes, including "Leadership Excellence through Self-Discovery"; "Emotional Intelligence & Interpersonal Skills"; "Business Acumen for Leadership Excellence"; "Interpersonal Effectiveness through Communication Skills"; "Managerial Effectiveness through Self Awareness"; "Beyond Coping: Thriving under Stress in the Workplace" and "Leading Teams to Synergy."



**Dr Rajeev Sharma**

Fellow (IIM Bangalore), MBA (Devi Ahilya University,  
Indore)

Dr Rajeev Sharma has been associated with XLRI Jamshedpur for the last 18 years. He had earlier worked in the industry as a financial research analyst. He has published extensively in various journals of national and international repute and has been an avid speaker at a plethora of events. He has provided corporate training to multinational corporations on a range of themes focusing on design thinking, information systems and corporate strategy.





**Dr Santosh Sangem**

Fellow (IIM Calcutta), Chartered Accountant (ICAI),  
CFA (ICFAI), M.Com (Mumbai Univ.)

Joined XLRI Finance Area in 2009. His primary teaching interests include Accounting, Management Control Systems, Bank Management, Financial Markets, and Corporate Finance. His key research interests include macroeconomic theory, economic capital management in banks, bank regulation, financial history, and asset pricing. He has provided corporate training for reputed organizations in both the private sector and the public sector such as L&T, Viacom18, Pepsi, Accenture, Capgemini, NHPC, NTPC, ONGC, and other corporates.

## Certificate & Assessment

Participants are required to maintain at least 70% attendance in the live online sessions throughout the programme and ensure complete attendance during the on-campus component. Participants will be provided an ongoing assessment for each module of the programme which will require them to plan and apply the concepts, tools, and frameworks in their organization during the programme. At the end of the programme, each participant shall submit a business plan laying out a path for achieving a desired growth target over the next 5 years.

A Certificate of Completion will be awarded to participants who maintain attendance above 70% and successfully meeting the evaluation criteria. Participants who maintain attendance above 50% and successfully meeting the evaluation criteria will be awarded a Certification of Participation.





**FOR MORE DETAILS**

**XLRI Website:** <https://vil.xlri.ac.in>

**Visit:** [verandahighered.com](http://verandahighered.com)

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