

INNOVATION, CORPORATE STRATEGY AND COMPETITIVE PERFORMANCE

November 25 – 30, 2024



विद्याविनियोगाद्विकासः

Executive Education

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Innovation, Corporate Strategy and Competitive Performance

November 25 – 30, 2024

Programme Overview

Innovation is widely recognised as a cornerstone of growth strategies across businesses. It aids businesses in both linear and non-linear growth, empowering them to grow and disrupt markets. In today's rapidly changing world, where businesses face relentless pressure from economic challenges and intensifying competition, many organisations find that their approaches to managing innovations lack structure. Additionally, business leaders are increasingly focused on scaling digital initiatives and artificial intelligence tools to anticipate risk and make futuristic decisions in a comprehensive way. As a result, it becomes imperative that organisations have a system in place to continuously innovate across their products, processes and business models for sustaining and expanding revenue streams.

The programme - *Innovation, Corporate Strategy and Competitive Performance* - is designed to equip senior executives with the frameworks, methodologies and skills needed to anticipate, adapt and lead in rapidly changing environments. Participants will learn how to strategically manage and sustain innovation using proven approaches that directly enhance corporate performance. Over the course of six days, they will explore how leading companies successfully integrate innovation at both the product and business levels. The programme will also cover strategies to align with market shifts and technological advancements, reshape internal capabilities for structured change, evaluate disruptive technologies, and develop a unified approach to innovation, continuous learning and improvement.

Through case study analysis, supplementary readings, and sharing of cutting-edge research, executives will gain fresh insights into product development, organisational learning, and value creation. Class exercises will help them translate theoretical concepts into actionable tools for managing risks, fostering innovation, and positioning their organisations for long-term success.

Objectives & Key Takeaways

The programme's objective is to help participants in comprehending innovation and related concepts, and how it can be integrated with business models, corporate strategy, people issues and technological disruptions across different industries.

Understanding Innovation:

- Define the concept of innovation, demystify common myths, and outline the innovation process, from idea generation to successful implementation.
- Identify common sources of resistance and explore effective strategies to overcome them.

Creating Value through Innovation:

- Distinguish between disruptive and sustaining innovations (frugal innovation) and understand their distinct roles in value creation and enhancement.
- Leverage AI driven insights for identifying opportunities and needs, decision-making processes, and making strategic choices aligned with business objectives.
- Explore the critical role of competition, networking, and cross-functional collaboration (acquisitions, alliances and organisational

renewal) in promoting innovation and driving organisational learning.

Innovation in Corporate Strategy:

- Learn how to seamlessly integrate innovation into corporate strategy to achieve long-term competitive advantage, leveraging disruptive trends and open-source innovation.
- Explore the role of leadership in fostering a culture of innovation and addressing gaps in current practices to improve overall organisational performance.

Pedagogy

Case discussion, panel discussion, role-play, and experience sharing.

Who Should Attend

Presidents, Vice-Presidents and General Managers from large and medium-sized organisations who are involved in innovation, strategy, and overall organisational performance. Organisations would benefit more from the programme if they sponsor a team of top and senior executives.

Prof. Amit Karna

(Faculty Chair)

Amit Karna is a Professor of Strategy at the Indian Institute of Management Ahmedabad (IIMA). His teaching and research interests lie in the areas of strategic management, technology management, innovation, and entrepreneurship. Karna has over 12 years of teaching experience, and has extensively taught courses in MBA, PhD and Executive programmes in India, Germany and France. He has designed and delivered several management development programmes focused on strategy and innovation. Karna's research is in the fields of dynamic capabilities, innovation, and international strategy. He regularly offers open enrolment programmes on Innovation & Corporate Strategy, Design Thinking, Creating Entrepreneurial Organizations, Creative & Cultural Businesses Programme, and several Bootcamps for startups in digital and social domains.



At IIMA, Karna has served at several administrative positions. He served as the Placement Chair at IIMA between 2018-2021; as CIIE Chair 2015-18; Area Chair of BP/Strategy 2017-2020. Karna serves on the Board of CIIE Initiatives since 2015 and CIIE Regional Innovation Foundation since 2018. At EBS, he held the position of Academic Director of MBA programme 2012-14 and MSc in Management Programme 2013-14. Karna serves on Editorial Review Board of Journal of Management (FT50) since 2014 and other journals of global repute. He is on the advisory board of South Asia Chapter of Academy of International Businesses. He has been an advisor, jury member and consultant for numerous strategy and entrepreneurship related competitions. He has also advised private and public organisations on strategy and related topics.

Karna's research has been published in leading international journals. He has presented over 65 papers on these topics at various international conferences across the world. His research has received nomination and awards in major international conferences. He has been the recipient of Dean's Award at EBS in 2012, and Madan Mohanka Award at IIMA 2017, 2020 and 2021.

Karna obtained his Fellow title (PhD) in Strategic Management from IIMA. Prior to joining IIMA, Karna was an Assistant Professor at EBS Business School in Germany between 2009 and 2014. He has been visiting scholar at University of California at Berkeley's Haas School of Business in 2011, and at University of Sydney Business School in 2015. He has been a visiting faculty at IESEG School of Management in France between 2012 and 2014. Prior to his PhD, he has an MBA and worked with the Aditya Birla Group in various managerial positions.

Faculty

- Prof. Amit Karna (Faculty Chair)
Email: karna@iima.ac.in
- Prof. Anish Sugathan
- Prof. Chitra Singla
- Prof. Lakshmi Goyal
- Prof. Mayank Varshney
- Prof. Sunil Sharma
- Prof. Viswanath Pingali

How to Apply

To register for the programme, fill in the application form through the link below: <https://bit.ly/44CIOX8>

The closing date for receiving applications is **November 11, 2024**. All applications are subject to review and approval by the programme faculty (usually after the due date for receiving applications). A formal acceptance letter will be sent to the selected candidates. Applicants are requested to make their travel plans only after receiving the acceptance letter.

For more information, please contact us at **suman-exed@iima.ac.in** or call **92277 93191**. Alternatively, you can reach us at **exed@iima.ac.in** or call **+91 79 7152 6400**

Certification

A Certificate of Participation will be issued to the participants at the end of the programme, subject to their having attended all the sessions of the programme. Absence from any session needs to be with the prior approval of the Programme Faculty Chair.

Venue & Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation either on campus or with empanelled hotel partner.

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

Programme Fee & Payment

INR 225,000 plus GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fee, programme materials, boarding and lodging.

The programme fee along with the application form should be received by the Executive Education Office latest by **November 11, 2024**. 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 an application 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 **IIMAHMOEP HDFC Bank Limited**, Ahmedabad Vastrapur Branch (IFSC Code: HDFC0000048, MICR Code: 380240003)
- 3 Name of Remitter: _____ (Please mention the name of the sponsoring organization)
- 4 Purpose of Remittance: **Innovation, Corporate Strategy and Competitive Performance**
- 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 so that we can link your remittance with your nomination.

[B] Payment Gateway

For more information, please visit the respective programme on our website: <https://bit.ly/3WGutXQ>

Discount

Early Bird Discount: Applications received with payments on or before **November 7, 2024** will be entitled to an early bird discount of 7%. Early submission of fee and application does not, however, guarantee acceptance of the application.

Group Discount: Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four 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.

Programme dates and fee are subject to change at the discretion of the Institute.

IMA 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 alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000/- + GST.



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 (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA- FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPX)
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme (FDP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)
- Armed Force Programme (AFP)
- Online MBA

The Institute has 100 plus faculty members working in the following management areas and centres:

Disciplinary Areas and Groups

- Centre for Management in Agriculture (CMA)
- Economics
- Human Resources Management
- Marketing
- Production and Quantitative Methods
- Ravi J. Matthai Centre For Educational Innovation (RJMCEI)
- Communication
- Finance and Accounting
- Information Systems
- Organizational Behaviour
- Operations and Decision Sciences
- Strategy

Interdisciplinary Centres

- Arun Duggal ESG Centre for Research & Innovation
- Ashank Desai Centre on Leadership and Organisational Development
- Brij Disa Centre for Data Science and Artificial Intelligence
- Centre for Digital Transformation
- Centre for Innovation Incubation & Entrepreneurship (CIIE)
- Centre for Management of Health Services (CMHS)
- Centre for Transportation and Logistics
- Gender Centre
- India Gold Policy Centre (IGPC)
- JSW School of Public Policy
- Misra Centre for Financial Markets and Economy (MCFME)
- NSE Centre for Behavioural Science in Finance, Economics and Marketing



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