XLRI Xavier School of Management
EXCELLENCE & INTEGRITY
For the greater good

XLEAD
XLRI Leadership Education and Development



EXECUTIVE DEVELOPMENT PROGRAMME IN

CORPORATE STRATEGY, GROWTH AND PROFITABILITY

Batch 01

THE ARCHITECTURE OF STRATEGIC LEADERSHIP

Live Online and Campus Immersion

EQUIS ACCREDITED
AACSB ACCREDITED
ASSOCIATION OF MBAS ACCREDITED
NBA NATIONAL BOARD OF ACCREDITATION

8 Months | ₹1,90,000 + GST

A Times Group Initiative

STRATEGY IS NO LONGER A CORNER OFFICE CONVERSATION

India's best organisations are no longer run by a handful of senior leaders at the top. Strategy is being made and executed at every level of the business. Middle-level managers are being asked to evaluate market opportunities, recommend capital allocation, lead cross-functional teams, and contribute to decisions that shape the company's next five years.

Yet most received no formal training to do any of this. They were promoted for functional excellence, not strategic thinking. They were rewarded for depth, not breadth. And now, as they stand at the threshold of business leadership, the gap between where they are and where they need to be has never been wider.

This programme exists to close that gap.

Within Indian organisations across sectors, from manufacturing and FMCG to technology and financial services, middle managers are being called upon to drive business growth. Recognising this shift, leading business schools are designing programmes that give working professionals the strategic vocabulary, tools, and credentials to lead at the next level.

The need is not for more managers. It is for managers who can think like strategists.

According to XLRI, middle-level managers increasingly play a critical role in organisational decision-making — yet many are not fully familiar with the tools and frameworks of strategic management. (Source: XLRI Programme Brief)



THE STRATEGY GAP: WHY STRONG MANAGERS GET STUCK

Indian managers are among the most hardworking and functionally capable in the world. But capability in a function does not automatically translate to strategic leadership.

The transition from functional expert to business leader is one of the hardest moves in a professional career. It demands an entirely different way of thinking.

The four challenges that hold capable managers back:

1.MAKING SENSE OF THE COMPETITIVE ENVIRONMENT

Without formal tools for external analysis, most managers can describe their market — but not systematically analyse it. They feel the competition; they cannot map it.

2. THINKING BEYOND THE QUARTERLY PLAN

Strategic thinking requires operating on multiple time horizons — quarterly execution and multi-year positioning simultaneously. Most professionals are equipped to manage day-to-day operations, but often lack the long-term vision.

3. CONTRIBUTING IN LEADERSHIP AND STRATEGY DISCUSSIONS

When the conversation moves from operations to corporate direction, many managers go quiet — not because they lack intelligence, but because they lack the frameworks to contribute with confidence.

4. NAVIGATING DISRUPTION FROM AI, GLOBALISATION AND SUSTAINABILITY

New forces are reshaping every industry. Without a structured way to think about technology, global markets, and ESG, these forces feel overwhelming rather than navigable.

A PROGRAMME BUILT TO CLOSE THE STRATEGY GAP

The Executive Development Programme in Corporate Strategy, Growth and Profitability from XLRI Jamshedpur is a structured, faculty-led journey through the full landscape of strategic management.

Designed for working professionals, it combines rigorous academic frameworks with real-world application, delivered at a pace and a schedule that respects your career. Every module, every masterclass, and every campus session is built toward one outcome: giving you the thinking, the tools, and the credential to lead at the strategic level.

HIGHLIGHTS

8 Month Comprehensive Programme	A structured learning journey across 120 hours of live, faculty-led sessions
XLRI Jamshedpur Certificate of Completion	Credential from one of India's top 10 business schools — ranked #1 among private B-schools
Executive Alumni Status of XLRI	Access to XLRI's alumni network upon successful completion
4-Day Residential Campus Immersion at XLRI	Peer learning and direct faculty interaction at XLRI Jamshedpur
13 Comprehensive Strategy Modules	From competitive strategy to AI, globalisation, ESG, and corporate governance
Industry Masterclasses	Live sessions by senior practitioners and domain experts
Sunday-Only Schedule: 3:00-6:00 PM	One 3-hour session per week — designed for working professionals

Programme Schedule: Sundays, 3:00 PM – 6:00 PM (IST)

WHAT THIS PROGRAMME WILL GIVE YOU

More than a certificate. A new way of thinking about business.

This programme equips participants to analyse, decide, and lead at the intersection of strategy, growth, and profitability. Experienced XLRI faculty guide a practical, application-oriented learning journey built on conceptual frameworks and real business situations.

The programme develops four core capabilities:



Strategic Analysis and Competitive Thinking

You will be equipped to assess markets, analyse industry dynamics, evaluate competitors, and identify sources of sustainable competitive advantage using the frameworks that leading organisations actually deploy.



Confident Decision-Making at the Business Level

You will develop the ability to make and defend strategic decisions involving growth options, resource allocation, mergers and acquisitions, and organisational transformation across the whole business.



Leadership Vocabulary for the Boardroom

Participants leave with the frameworks, language, and confidence to contribute meaningfully in strategy reviews, board discussions, and leadership conversations.



A Contemporary Lens: AI, Globalisation, and Sustainability

The programme is designed for the business environment of the next decade. Modules on AI-enabled business models, international strategy, and ESG ensure your strategic toolkit handles the forces reshaping modern industries.

COMPREHENSIVELY DESIGNED. PRACTICALLY DELIVERED.

Module I — Fundamentals of Management

A structured refresh of core management principles — designed to level-set participants from non-management backgrounds and serve as a strong foundation before the advanced strategy content begins.

Module II — Introduction to Strategy

An introduction to strategy and strategic thinking. Why it matters, how firms make long-term decisions about competitive positioning and resource allocation, and why strategic clarity drives organisational performance.

Module III — External Environment Analysis

How external forces shape organisational competitiveness. Participants learn to analyse industry attractiveness, competitive intensity, and market dynamics using Porter's Five Forces and related frameworks.

Module IV — Resource-Based Strategy

Building competitive advantage from within. Covers the VRIO framework, value chain analysis, and organisational capabilities — and how firms identify and sustain their most durable sources of advantage.

Module V — Competitive Strategies

How firms create and sustain competitive advantage through cost leadership, differentiation, and focus strategies. Value creation, positioning, and the strategic trade-offs that define how companies compete.

Module VI — Corporate Growth Strategies

Business expansion and portfolio management: diversification, vertical integration, mergers and acquisitions, and strategic alliances. How organisations pursue long-term growth and manage corporate portfolios.

Module VII — International Business & Globalisation

Competing in global markets. Cross-border competition, international market entry strategies, and managing the complexity of multinational organisations. How macro-level forces — geopolitics, policy, trade — shape strategy.

Module VIII — Corporate Governance

The governance mechanisms that ensure accountability, transparency, and ethical decision-making in complex organisations. The role of boards, stakeholders, and governance systems in long-term corporate performance.

Module IX — Corporate Restructuring and Strategic Transformation

Managing organisational transformation and strategic renewal. Restructuring, change management, overcoming resistance, and aligning organisational structures with evolving strategic objectives.

Module X — Technology Management & AI-Enabled Business Models

How digital transformation and AI are reshaping industries and redefining competitive advantage. How organisations use technology to improve efficiency, create value, and sustain their position in disrupted markets — so you can lead that shift rather than be led by it.

Module XI — Innovation and Entrepreneurship

Innovation processes, entrepreneurial thinking, and opportunity identification in dynamic environments. How organisations build cultures of creativity, manage innovation pipelines, and develop entrepreneurial capabilities at scale.

Module XII — Environmental Strategy & Corporate Sustainability

Integrating ESG thinking into strategic decision-making. Sustainable business practices, stakeholder expectations, and why sustainability is increasingly a driver of long-term value creation — not a constraint on it.

Module XIII — Non-Market Strategy

The interaction between firms and social, political, and institutional environments. Stakeholder management, corporate social responsibility, public policy, and non-market strategies that shape organisational legitimacy.

WHO SHOULD ATTEND?

Executives in Strategic Roles

If you are responsible for decisions that affect the growth and profitability of your business unit or organisation, this programme will give you the frameworks to make those decisions with greater clarity and confidence.

Mid-Level Managers Aspiring to Leadership

If you have built strong functional depth and are now ready to move into broader strategic and business leadership responsibilities, this programme offers the structured tools and XLRI credentials to make that transition.

Operational and Functional Decision-Makers

If your work influences the strategic direction of your organisation — even if that is not in your title — this programme will give you a sharper lens and a more confident voice in those conversations.

Senior Managers Seeking Cross-Functional Breadth

If you are targeting a P&L, GM, or CXO-track role and need to demonstrate strategic thinking capability, this programme is designed for exactly that transition.

ELIGIBILITY CRITERIA

Education

- Graduates (10+2+3) or Diploma Holders from a UGC / AICTE / DEC / AIU / State Government recognised university, in any discipline (Indian Participants)
- Graduation or equivalent from a recognised university in their country (International Participants)

Work Experience

- Minimum 3 years of professional work experience
- Exceptional profiles with strong managerial experience may be considered

Admission

Selection is based on overall profile evaluation — educational background, work experience, and Statement of Purpose (SOP). No entrance exam or interview round is required.

Final selection will be conducted by XLRI Jamshedpur.

LEARNING FROM THOSE WHO HAVE DONE IT

Alongside XLRI faculty, the programme features masterclasses by senior practitioners and domain experts who have led strategy at scale across Indian and global organisations.

These sessions exist to do what case studies alone cannot: show how strategic frameworks play out in actual decisions, under real pressures, in specific industries.

Topics across masterclasses will include competitive strategy in practice, managing growth and profitability, leading organisational transformation, and navigating AI-driven disruption.

Masterclass speakers for Batch 1 will be announced ahead of programme commencement.



DELIVERY METHODS AND PEDAGOGY

The programme is designed for learning that transfers into decisions you make at work.



Live Online Sessions with XLRI Faculty

Every session is live — not recorded, not asynchronous. Direct faculty access, interactive discussions, and real-time Q&A, delivered to your device every Sunday.i



Case Discussions

Short, focused cases on real organisations navigating real strategic decisions. The emphasis is always on application — using frameworks to diagnose, decide, and defend a course of action.



Interactive Exercises, reflective real-life challenges.

Structured exercises that put you in the decision-maker's chair. You practice strategic thinking before you are required to apply it.



Industry Masterclasses

Live sessions by senior practitioners who bring real-life perspectives to the curriculum — connecting theory to the decisions that actually get made in organisations.



Peer Interaction and Cohort Learning

Peer learning opportunities to leverage the diverse functional and industry experience within your cohort. Some of the sharpest learning in this programme will come from the managers sitting alongside you.

FOUR DAYS AT XLRI JAMSHEDPUR

The programme includes a 4-day residential campus immersion at XLRI Jamshedpur, an intensive component where frameworks meet real-life conversation. The four days are structured around intensive sessions, faculty-led exercises, and informal networking over meals.

The campus immersion delivers three things:

Deeper Faculty Engagement

In-person access to XLRI faculty across dedicated sessions and exercises.

A Peer Network That Lasts

Build strong relationships with managers from different industries, functions, and geographies.

A Marker in Your Career

Experience the history of XLRI Jamshedpur, established in 1949 as one of India's oldest business schools.

Campus immersion dates will be confirmed and communicated ahead of programme start.



FREQUENTLY ASKED QUESTIONS

1. Who is this programme for?

This programme is designed for mid-level and senior managers who want to move from functional expertise to strategic leadership. It is for working professionals who want structured frameworks and a credible XLRI certificate — without interrupting their careers or giving up their weekends entirely.

2. How much time does it require each week?

One live session of 3 hours every Sunday (3:00–6:00 PM). In addition, participants should expect approximately 2–3 hours during the week for readings, assignments, and case preparation. The programme is built for full-time professionals and is designed around that reality.

3. Is attendance at the campus immersion compulsory?

Yes. The 4-day residential campus immersion at XLRI Jamshedpur is a core component of the programme and is required to be eligible for the Certificate of Completion. It is also designed to be one of the most valuable parts of the experience — combining faculty access, peer connection, and time on one of India's most respected business school campuses.

4. How selective is the admission process?

Selection is based on your overall profile — educational background, professional experience, and your Statement of Purpose. There is no entrance exam or interview round. Profiles that are strong but slightly below the minimum experience requirement may be considered on a case-by-case basis.

FREQUENTLY ASKED QUESTIONS

5. What do I receive on completing the programme?

Participants who meet the attendance requirement (minimum 70% of live sessions) and assessment criteria (minimum 40% marks across both evaluation components) receive a Certificate of Completion in Corporate Strategy, Growth and Profitability issued jointly by XLRI Jamshedpur and XLEAD. XLRI is consistently ranked among India's top 10 business schools and is recognised by employers, HR functions, and leadership teams across Indian industry — making the credential a meaningful signal of strategic readiness.

6. What is the XLRI Executive Alumni Status?

After completing the programme, participants become eligible to apply for Executive Alumni membership of XLRI. This grants access to the XLRI alumni network, alumni events and seminars, the XLRI Alumni Portal, a virtual alumni ID card, and discounts on fees for future XLRI programmes. A separate application and fee are required.

7. Can I pay the fee in instalments?

Yes. The total programme fee is structured across four payments — an upfront application and registration fee at admission, followed by three equal instalments of ₹60,000 due in January, March, and May 2027. GST is applicable on all payments.

8. What happens if I need to withdraw from the programme?

The application fee is non-refundable. If you withdraw before the programme start date and at least 15 days in advance, a processing charge of ₹5,000 will be deducted from the instalment paid. For withdrawals after the programme has commenced, a proportionate deduction applies.

THE CREDENTIALS THAT SIGNAL STRATEGIC READINESS

Participants who successfully complete the programme, meeting the attendance and assessment criteria, will receive a Certificate of Completion in Corporate Strategy, Growth and Profitability jointly issued by XLRI Jamshedpur and XLEAD.



A minimum of 70% attendance to the LIVE lectures is a prerequisite for successfully completing this program.

Participants who successfully complete the same with a minimum of 40% of marks in the two components combined and satisfy the requisite attendance criteria, will be awarded a certificate of completion by XLRI.

BENEFITS OF XLRI EXECUTIVE ALUMNI STATUS

After completing the programme, participants become eligible to apply for Executive Alumni membership of XLRI Jamshedpur.

- Be part of XLRI's growing alumni community — graduates and executive programme participants present across India and globally
- Access to XLRI Alumni Newsletters, Magazines, and exclusive Alumni Events
- Online login access to the XLRI Alumni Portal, including a downloadable virtual Alumni ID Card
- Invitations to special online lectures, talks, and seminars organised by XLRI
- Discounts on programme fees for subsequent XLRI programmes
- Peer connection with alumni across industries and geographies — in India and globally

Note: Executive Alumni membership requires a separate application and registration fee, as per XLRI's Alumni Association rules and procedures.

YOUR PROGRAMME DIRECTOR

Prof. Apalak Khatua

Professor, Strategic Management
XLRI Jamshedpur

Prof. Apalak Khatua is a Professor of Strategic Management at XLRI Jamshedpur, where his teaching and research range from competitive strategy to international business, AI/ML applications in management, to ESG — the precise landscape this program is built to cover.

Before joining XLRI Jamshedpur, he served as an Assistant Professor in the Strategic Management area at IIM Trichy

He holds a Bachelor's Degree from IIEST, Shibpur, formerly known as Bengal Engineering College, Shibpur. He earned his FPM (Fellow Programme in Management) from IIM Calcutta, India's doctoral-level equivalent of a PhD, widely regarded as the most demanding management research qualification available in the country.

Prof. Khatua has extensive experience delivering executive programs for both large and medium-sized public and private-sector companies.

His research has been published in leading international journals. He has presented at the Academy of Management (AOM), the Strategic Management Society (SMS), and the Academy of International Business (AIB) — among the world's leading management research conferences. He also serves as a reviewer for these leading management conferences and reputed management journals.

He is also a member of AOM, SMS, and AIB.

When you join this programme, you learn strategic management from someone who researches it at the highest level — and who has structured this curriculum to make it directly applicable to the decisions you make at work.

PROGRAMME FEE

Particulars	Amount (Rs.)*
Processing Fee	₹13,000
Programme Fee	₹1,80,000
Total Fee	₹1,93,000

- Processing Fee includes Registration Fee and Application Fee
- Fees are exclusive of GST. GST will be added as applicable.
- Application fee is non-refundable under any circumstances.
- In case the candidate wants to withdraw from the programme after paying the first instalment and 15 days before the start of the programme there will be a deduction of 5000/- from the instalment amount paid as a processing charge.

FLEXIBLE INSTALMENT SCHEDULE

Instalment	Date	Amount (INR)
At the time of Registration	On or before Registration Date	INR 13,000 + GST (Application Fees INR 3000 + Registration Fees – INR 10000)
1st Instalment Due By	(within 3 days post selection)	INR 60,000 + GST
2nd Instalment Due By	06th February, 2027	INR 60,000 + GST
3rd Instalment Due By	06th April, 2027	INR 60,000 + GST

- GST applicable on all components.

PROGRAMME TIMELINES

Application Closure	20th December, 2026
Programme Start Date	27th December, 2026
Programme End Date	December 2027
Campus Immersion	4 days at XLRI Jamshedpur (dates to be confirmed)

Apply Now

CREATING LEADERS SINCE 1949

One of the oldest management institutes in India, XLRI (Xavier Labour Relations Institute) was founded in 1949 by Fr Quinn Enright, S.J. in the 'steel city' of Jamshedpur. Over the last six decades, XLRI business college, Jamshedpur has grown into a top-ranking business management school of international repute with a wide portfolio of management programmes and research publications. XLRI alumni are spread around the globe and have demonstrated responsible business leadership in their organisations. Ranked among the top management institutes of the country, XLRI boasts of a 100% placement record.
XLRI Jamshedpur is a triple-crown accredited B-school holding AACSB, AMBA, and EQUIS accreditations, and has also earned accreditation from the National Board of Accreditation (NBA).

Rankings

Ranking	Position
NIRF 2025	#10 in Management — Top 10 for 3+ consecutive years; first private B-school after IIMs and IITs
Outlook-ICARE 2025	#1 among private MBA colleges in India
The Week 2024	#2 nationally
Financial Times 2025	#58 globally in Master's in Management Rankings
IIRF 2024	#1 among private B-schools

Accreditations:

EQUIS ACCREDITED · AACSB ACCREDITED · ASSOCIATION OF MBAS ACCREDITED · NBA NATIONAL BOARD OF ACCREDITATION

Approved by:

AICTE · ASSOCIATION OF INDIAN UNIVERSITIES · सत्यमेव जयते

Established: 1949





The TimesPro Edge

TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.

Contact Information

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