INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



ADVANCED PROGRAMME IN STRATEGY & LEADERSHIP (APSL)

Batch 17

Long Duration Programme (LDP) for Working Professionals

PROGRAMME PARTNER

vcnow EXECUTIVE EDUCATION

Duration: Six Months

Mode: Live Online + 5-Day Campus Immersion

INTRODUCTION

Increasingly, strategic leadership is becoming crucial in the world of business and in the ever uncertain and dynamic world in which we live and work. The APSL programme is designed for corporate leaders, profit centre heads, and managers aspiring to CXO roles who wish to translate strategy into value-driven decisions and lead their organizations toward sustainable growth.

Current business contexts are defined by intense pressures of competition, international exchanges of resources in an uncertain geopolitical order, new concerns about sustainability, an intensification of resource conflicts around the world, technological changes and business disruptions triggered by the use of information technology, and massive institutional transitions such as the rise of new economic powers. These both frame and challenge a firm's ambitions of growth, requiring leaders to take risks as they navigate through change.

Strategy is a mode of thinking that leverages the power of individuals, institutions, firms and markets in a cohesive manner to improve the effectiveness of an organization. It is a skill and a craft, and is thus fundamentally about governance. This requires institutional work that can embrace the 'social' and 'political' even as it retains the core concern with the economic calculus of a firm's strategizing.

Navigating the challenges of global competition therefore requires an appreciation not only of the strategic moves a firm can make, but more importantly, of how these relate to and interweave with the broader institutions that frame and define strategic action. The APSL programme presumes that strategic action — whether of competition or cooperation — is always embedded in societal, institutional and regulatory contexts, and helps leaders craft wins that benefit both firm and society.



ABOUT IIM CALCUTTA

The Indian Institute of Management Calcutta (IIMC) was established as the first national institute for Post-Graduate studies and Research in Management by the Government of India in November 1961, in collaboration with the Alfred P. Sloan School of Management (MIT), the Government of West Bengal, The Ford Foundation, and Indian industry. Over the decades, IIM Calcutta has blossomed into one of the Asia Pacific region's premier business schools and among the top 3 business schools in India.

IIM Calcutta is the first triple-accredited management school from India, holding accreditation from the Association to Advance Collegiate Schools of Business (AACSB), the EFMD Quality Improvement System (EQUIS), and the Association of MBAs (AMBA). It has played a pioneering role in professionalizing Indian management through its Post Graduate and Doctoral level programmes, Executive Training Programmes, and Research and Consulting activities.

IIM Calcutta is ranked:

CEOWORLD Magazine	#1 in India and #46 Globally by CEOWORLD Magazine, USA 2026
FT FINANCIAL TIMES	#1 in India for ESG and Net Zero Teaching and #53 Globally by Financial Times Global MBA Rankings 2026
QS WORLD UNIVERSITY RANKINGS	#50 Globally by QS Master's in Management Rankings 2026
business today	#2 in India by Business Today 2025



PROGRAMME OVERVIEW

The APSL programme is designed to build strategic thinking capability and leadership readiness in participants aspiring to senior and CXO-level roles. Across five focused modules — spanning competitive strategy, organizational transformation, executive presence, AI-driven digital transformation, and innovation-led growth — participants build the strategic reasoning and enterprise-level judgment needed to lead with confidence in a fast-changing world. Participants apply their learning to a live capstone project, culminating in a final presentation before an IIM Calcutta faculty panel.

PROGRAMME OBJECTIVES

- Develop a strategic thinking mindset, understanding conflicts and alignments of interest across stakeholders
- Analyze strategic landscapes of industries and the economics driving strategic moves
- Navigate contemporary business disruptions — including new business models, outsourcing, delayering of organizations, and modularization of product systems
- Apply institutional frameworks to manage multi-stakeholder interests successfully
- Understand the growing role of the State and government in a multi-polar, unstable geopolitical order
- Develop AI strategy and data-driven decision-making capabilities to lead digital transformation and automation within the enterprise

PROGRAMME AT A GLANCE

- Certificate from Indian Institute of Management Calcutta
- 6-Month Executive Programme
- Live Interactive Online Sessions
- 5-Day Campus Immersion at IIM Calcutta
- Industry-Relevant Capstone Project
- Case-based Learning
- Faculty from IIM Calcutta
- Executive Education Alumni Status (upon successful completion)
- Designed for Experienced Managers and Emerging CXOs



WHO SHOULD ATTEND

This programme is aimed at managers and leaders in organizations who are currently in roles that require them to handle strategic issues, profit centre heads, or managers looking to move into such roles. Founders of small and mid-sized firms, as well as senior leaders of large organizations seeking to move into CXO roles in the near term, would find the programme very useful. Working professionals wishing to participate need a minimum of 7 years of experience — managers with longer and broader experience would benefit even more.

ELIGIBILITY

Working executives who are graduates (10+2+3 or equivalent) in any discipline with a minimum of 50% marks, and who have at least 7 years of experience after graduation, are eligible for the programme.

ADMISSION CRITERIA

Candidates can be admitted through corporate nominations from multiple corporates, or through an individual application process backed by credentials. Selection is based on an overall profile evaluation, including academic qualifications, relevant work experience, and a statement of purpose, subject to meeting the stated eligibility criteria.

PROGRAMME CONTENTS

Module 1: Strategic Thinking & Competitive Advantage

Objective: *Develop strategic reasoning and enterprise-level thinking.*

- Sharpening strategic thinking capabilities
- Geopolitical uncertainty and strategic choices
- Industry analysis and competitive positioning / competitive advantage
- Blue Ocean Strategy
- Platform and ecosystem models
- Corporate strategy and resource allocation in multi-business settings

Module 2: Organizational Transformation & Strategy Execution

Objective: *Translate strategy into execution excellence.*

- Structures and incentive designing for execution excellence
- Organizational renewal and strategy change
- Building agility and adaptiveness in organizations
- Leading large-scale change

Module 3: Leadership, Influence & Executive Presence

Objective: *Build high-impact leadership capability for enterprise environments.*

- Executive communication
- Influencing without authority

- Negotiation and conflict management
- Boardroom communication
- Leading cross-functional teams

Module 4: AI, Digital Strategy & Business Transformation

Objective: *Prepare leaders for AI-enabled digital transformation.*

- AI strategy for enterprises
- Digital transformation frameworks
- Data-driven decision-making
- Automation and workforce redesign
- Cybersecurity and digital resilience

Module 5: Innovation, Growth & Entrepreneurial Leadership

Objective: *Drive innovation-led growth and entrepreneurial thinking.*

- Design thinking
- Business model innovation
- Corporate entrepreneurship
- Scaling innovation
- Financing and governing innovation

CAPSTONE PROJECT

Objective: *Integrate programme learning into a real strategic challenge.*

Participants solve live business problems related to digital transformation, AI strategy, growth strategy, market entry, organizational turnaround, leadership transformation, or innovation strategy — presenting their findings before a faculty panel.



PEDAGOGY

- **Interactive Lectures:** Live sessions delivered by IIM Calcutta faculty, linking concept pieces and theoretical frameworks to real business practice.
- **Case Studies & Business Histories:** Real business cases and historical precedents across each module, grounding strategic concepts in organizational context.
- **Practitioner-Interaction Sessions:** A series of sessions with industry practitioners offering firsthand perspective on strategic challenges.
- **Self-Directed Exploration:** Curated, web-based knowledge resources encouraging independent exploration by motivated senior leaders.
- **Group-Based Preparation:** Pre-reading and group discussion ahead of each session, so participants engage critically with the material.
- **Capstone Project:** Applying programme learning to a live strategic challenge, culminating in a final presentation before a faculty panel.
- **Campus Immersion:** A 5-day on-campus immersion at IIM Calcutta, building peer connections and direct faculty engagement.

METHODOLOGY

The programme is delivered through live, interactive Direct-to-Device (D2D) sessions held once a week, on Fridays from 6:00 PM to 9:00 PM (IST), with the schedule finalized in consultation with the Programme Directors at IIM Calcutta. In addition to the virtual sessions, participants attend a 5-day on-campus immersion at IIM Calcutta during the initial part of the programme, allowing for deeper faculty interaction and peer engagement.

EVALUATION

Participant evaluation is based on a combination of an end-of-course examination and a capstone project, undertaken either individually or in groups of up to three participants. The capstone project requires participants to apply programme concepts to a live strategic challenge, culminating in a final presentation before a faculty panel.



CERTIFICATION

At the end of the course, eligible participants will receive a Certificate of Completion from IIM Calcutta, along with a grade sheet reflecting performance in the examination and the project. Attending the campus visit is mandatory for successful completion of the programme. All participants who successfully complete the programme are also granted 'IIM Calcutta Executive Education' Alumni Status.

<Certificate No.>

Indian Institute of Management Calcutta

This is to certify that

has successfully completed the

Advanced Programme in Strategy & Leadership

heldduring

March 2027– September 2027

(Biswatosh Saha)	(Ramya Tarakad Venkateswaran)	(R. Rajesh Babu)
Programme Director	*Programme Director*	*Dean (Executive Education)*

SAMPLE



PROGRAMME DIRECTORS

PROFESSOR BISWATOSH SAHA



Professor Biswatosh Saha is a Professor in the Strategic Management area at IIM Calcutta, where he teaches Strategic Management, International Management, and Managing Innovation. He holds a B.Tech in Mechanical Engineering from IIT Kharagpur and a Ph.D. (Fellow of IIM Calcutta). His research interests include strategy-as-practice, management theory in post-colonial contexts, and the strategic consequences of digitization.

PROFESSOR RAMYA T. VENKATESWARAN



Ramya T. Venkateswaran is a Professor of Strategic Management at IIM Calcutta. She holds a Fellowship and Masters from IIM Bangalore and a B.Tech from Regional Engineering College, Calicut. She teaches courses on Strategic Management, Strategy Execution, International Business and Research Methods. Her research interests are in decolonizing management education and creating spaces for research on indigenous wisdom. She shifted to academia after more than a decade of corporate experience and presently holds various administrative positions in the institute.



PROGRAME FEES

Component	Domestic (Rs.)
Application Fee	2,500 + applicable taxes
Total Fee (excl. application fee)	3,90,000 + applicable taxes

INSTALMENT SCHEDULE

Particulars	On Commitment	Instalment 1	Instalment 2	Instalment 3
Amount	Rs. 50,000 + GST*	Rs. 1,00,000 + GST*	Rs. 1,20,000 + GST	Rs. 1,20,000 + GST
Due Date	Within 7–10 days of offer letter	Feb 22, 2027	Apr 12, 2027	Jun 12, 2027

Please note:

- Additional GST (currently at 18%) will be applicable on all above amounts. Any additional payment due to change in any of the applicable govt. taxes during the tenure of the programme will have to be borne by the participants.
- All fees (including application fee) are non-refundable.
- Payment of all fees should be made in favour of Unified Collaboration Services LLP. VCNow is a brand owned by Unified Collaboration Services LLP.

LOAN ASSISTANCE

Loans from financial institutions are available for pursuing this programme. If you need assistance with availing a loan, connect with Programme Advisors on **+91 8506099081** (9 am to 9 pm).



IMPORTANT DATES

Application Closure Date	***November 30th, 2026***
Technical Induction	***January 30, 2027 (Saturday)***
Academic Orientation	***February 26, 2027 (Friday)***
Class Start Date	***March 5, 2027 (Friday)***
Campus Visit Dates	***April 7–11, 2027***
Programme End Date	***September 2027***

DURATION & MODE

- Duration: Six months
- Mode: Live online sessions once a week (Fridays, 6:00 PM – 9:00 PM IST) via Direct-to-Device (D2D)
- Campus: 5-day on-campus immersion at IIM Calcutta (April 7–11, 2027)

TAKE THE NEXT STEP

To apply to the Advanced Programme in Strategy & Leadership, Batch 17 (APSL 17), visit the application link below. The application must be complete in all respects, including remittance of application fees, uploading of academic and experience-related documents, and submission of a Statement of Purpose (SOP) and Profile. Incomplete applications will not be considered for further processing.

Apply online:

For assistance during the application process or any query about the programme, please contact our Senior Academic Advisors.

+91 8506099081 (9 am to 9 pm)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

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