

Build **Leaders.**
Drive **Innovation.**
Accelerate **Success.**

Learning for Enterprises



S T A T E M E N T S O O C

Masters' Union - Enterprise Learning

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The Masters' Union Advantage:

Beyond Theory. Beyond the Classroom

At the core of our offerings is the Masters' Union philosophy:

Learning by Doing. We don't just teach the "what" of business; we relentlessly focus on the "How To"—the practical, executable knowledge that drives immediate, measurable results.

We are not a traditional B-School. We are a B-School built by CXOs for CXOs.

Our programmes are designed to be the ultimate competitive advantage for your organisation. We transcend theoretical instruction—providing your leaders with the essential tools, robust frameworks, and real-world case studies required to solve your most pressing business challenges.

Every learning capsule is meticulously designed to answer the critical question of "How to..." and is singularly focused on achieving measurable performance objectives that translate directly into organisational impact.

Benefits & Outcomes

The ROI of Executive Education



Strategic Talent Retention

Future-Proof Your Workforce & Save Costs: Investing in high-potential employees is proven to reduce turnover by up to 45%. Given that replacing a salaried employee can cost up to 200% of their annual salary, our programmes transform your training budget into a powerful retention tool, securing your leadership pipeline and delivering significant, measurable cost avoidance.



Culture as a Value-Add

Accelerate Performance & Reduce Effort: Our programmes embed a common language of leadership and accountability, acting as a catalyst for cultural transformation. This shared intellectual experience breaks down silos, fostering a high-performance culture where teams operate at 25-40% higher capacity, drastically reducing wasted effort and accelerating project delivery time.



Critical Problem Solving

Solve Problems Faster & Reduce Waste: Apply advanced critical thinking and design thinking to dissect complex business challenges. By framing problems innovatively, participants reduce the time spent on ineffective solutions, leading to an average 15-20% reduction in project rework and resource waste.



High-Performing Team Building

Unlock Collective Potential & Boost Productivity: Our focus on psychological safety equips leaders to build and sustain exceptional teams. High-performing teams are proven to be 21% more profitable, directly linking our intervention to a measurable increase in team productivity and financial performance.

Participants in the Masters' Union Enterprise Education Programs will drive tangible, measurable impact across their organization, including:



Enhanced Leadership Acumen

Drive 7x ROI on Leadership Investment: Our practitioner-led approach ensures leaders move beyond management to become true visionaries. Studies show that executive coaching and development programmes yield an average ROI of 7 times the initial investment, directly translating strategic clarity into bottom-line financial gains.



Organisational Resilience & Adaptability

Mitigate Risk & Save Time: Leaders will master the ability to adapt their styles instantly and drive continuous transformation. By proactively navigating disruption and mitigating cognitive biases, our alumni help the organization avoid costly strategic missteps, saving critical time and effort in market corrections.



Strategic Influence & Communication

Close High-Stakes Deals & Increase Efficiency: Cultivate persuasive storytelling and sophisticated stakeholder management. Leaders who master the art of influence are more effective in negotiations and internal alignment, reducing the time-to-decision and increasing the efficiency of strategic initiatives.

Strategic Partnership

The Enterprise Readiness Scorecard

How it Works:



1.

Strategic Alignment:

We work with your leadership to define key business objectives and the critical competencies needed to achieve them.



2.

Gap Analysis:

We deploy a combination of leadership interviews, 360-degree feedback, and proprietary assessment tools to benchmark current capabilities against desired future state.

Before any programme begins, we engage in a proprietary, data-driven diagnostic process to ensure maximum impact and alignment with your strategic goals. Our Enterprise Readiness Scorecard is a proven methodology for identifying the precise talent gaps and organisational capabilities required for your next phase of growth.



3. Programme Prescription:

The Scorecard generates a clear, data-backed report that pinpoints the highest-impact training needs, allowing us to precisely tailor an Enterprise Transformation Journey or prescribe the most relevant Focused Skill Accelerators.



4. Measurable ROI:

The Scorecard provides the baseline metrics against which we measure the success and return on investment of the learning intervention, ensuring performance objectives are met.

Versatile Programme Delivery Formats



Intensive,

multi-day, off-site programmes designed for deep focus and networking. Often includes simulations and strategic project work.

- ☑ Senior leaders, high-potential cohorts, strategic planning.

Focused,

small-group sessions, typically in an exclusive setting, emphasising team building, psychological safety, and leadership reflection.

- ☑ Team-based learning, executive teams, conflict resolution.

Traditional,

instructor-led training delivered at a Masters' Union campus or designated facility.

- ☑ Foundational skills, broad cohort training, interactive workshops.

To ensure maximum flexibility and impact, our programmes are delivered through a variety of formats, allowing you to choose the modality that best suits your team's needs and schedule.



Online

In-office

Flexible,

self-paced, or live virtual sessions leveraging state-of-the-art digital learning platforms.

- ☑ Global teams and individuals needing scheduling flexibility or technical upskilling.

On-site delivery

at your corporate location, tailored to your internal processes and culture.

- ☑ Large-scale rollouts, immediate application of skills, cost-efficiency.



Custom Made Programmes

These programmes are fully customised, long-term partnerships designed to address your unique business challenges and drive systemic change.



Target Audience:

CEOs, CXOs, Board Members, Senior Executive Leaders & High-potential individuals identified as future leaders (5-10 years experience).



Focus:

Organisational transformation, global navigation, sustainable strategy & executive presence

Programme Outline

Corporate Readiness Programme for Freshers	Foundations	11
Business Communication, Data Analysis, Project Management, Problem-Solving	Foundations	12
Advance Leadership & Management Development for Mid-Management	Leadership	13
Strategic Leadership, Financial Acumen, Team Management, Innovation & Change, Negotiation	Leadership	14
Accelerated Leadership Development Programme for High Performers	Leadership	15
Global Business Strategy, Disruptive Innovation, Executive Presence, Cross-Cultural Leadership, Strategic Decision Making	Leadership	16
Executive Leadership & Transformation Programme for Senior Leaders	Leadership	17
Digital Transformation & AI Strategy, Global Geopolitics & Economic Shifts, Sustainable Business & ESG Integration, M&A Strategy, Crisis Management	Leadership	18
Legacy & Growth Management Programme for Family Businesses	Family	19
Governance, Succession, Professionalisation, Legacy, Growth & Diversification	Family	20
Develop Regional Business Leadership for GCC	Strategy	21
GCC Market Analysis, Cross-Cultural Leadership, Market Entry Strategy	Strategy	22
Learn from Global Businesses	Strategy	23
Global Best Practices, Strategic Frameworks, International Business Models	Strategy	24



Dr. Nandini Seth
Ph.D, IIM Bangalore

Corporate Readiness Programme for Freshers

Who is this programme for?

This programme is designed for recent graduates, entry-level professionals, and individuals transitioning into their first corporate roles who are looking to build a strong professional foundation.

Why this programme?



Practitioner-Led Workshops:

Learn from industry veterans and gain insights grounded in real-world scenarios.



Immersive Case Studies:

Engage with case studies derived from actual business challenges to develop practical problem-solving skills.



Personalised Mentorship:

Receive one-on-one guidance and career advice from experienced industry experts.

Duration

- 1. Short-term:** 2 days to 6 weeks (intensive bootcamps for specific skills).
- 2. Medium-term:** 2 months to 6 months (comprehensive part-time programmes).



How Masters' Union adds value

Masters' Union provides a unique advantage by immersing participants in a practical learning environment. The programme is taught by industry practitioners who bring real-world challenges and case studies into the classroom. This approach, combined with personalised mentorship, ensures that participants gain theoretical knowledge and the practical skills to excel in a corporate setting.

Programmes available

✦ How to communicate effectively and professionally in business settings?

Master written and verbal communication, professional etiquette, and networking skills to build strong business relationships and deliver compelling messages.

✦ How to analyse data and present your findings for maximum impact?

Learn to interpret business data, identify trends, & create persuasive presentations that drive informed decision-making across diverse audiences.

✦ How to manage projects effectively to ensure timely delivery?

Understand project lifecycle management, resource allocation, risk management, and stakeholder communication to execute projects successfully.

✦ How to master the digital tools essential for today's workplace?

Gain proficiency in productivity suites, collaborative platforms, and cybersecurity best practices to thrive in a technology-driven environment.

✦ How to approach and solve complex business problems with critical thinking

Develop structured problem-solving frameworks and decision-making processes to solve real-world business challenges effectively.

A portrait of Dr. Bhupesh Manoharan, a middle-aged man with short dark hair, wearing glasses and a light pink button-down shirt. He is looking directly at the camera with a neutral expression. The background is a soft-focus outdoor setting with green foliage and a light-colored wall.

Dr. Bhupesh Manoharan
Ph.D, IIM Calcutta

Advanced Leadership & Management Development for Mid-Management

Who is this programme for?

This programme is for managers, team leads, department heads, and aspiring leaders with 3-8 years of experience who are ready to take on greater responsibilities and lead high-performing teams.

Why this programme?



Immersive Simulations:

Apply theoretical knowledge in a risk-free environment through realistic business simulations.



Peer-to-Peer Learning

Collaborate with and learn from a diverse group of peers, gaining different perspectives on business challenges.



Personalized CXO Coaching:

Receive direct access to and guidance from seasoned C-suite executives.

Duration

- 1. Medium-term:** 2 months to 6 months (part-time executive programmes, blended learning).
- 2. Long-term:** 6 months to 12 months (comprehensive leadership development academies, executive certifications).



How Masters' Union adds value

Masters' Union accelerates leadership development by providing a platform for practical application and strategic networking. The programme's immersive simulations and peer-learning sessions foster a deep understanding of leadership principles, while personalised coaching from CXOs offers invaluable, high-level strategic guidance and career development support.

Programmes available

✦ How to develop and execute a winning business strategy?

Learn to translate organisational vision into actionable plans, conduct competitive analysis, and overcome implementation challenges for sustainable growth.

✦ How to develop financial acumen to make sound business decisions?

Understand financial statements, budgeting, and investment analysis to interpret data and drive profitability without needing a finance background.

✦ How to build and lead high-performing, motivated teams?

Master talent acquisition, performance management, delegation, & team dynamics to maximise collective potential and achieve organisational goals.

✦ How to drive innovation and effectively manage organisational change?

Foster a culture of creativity, manage resistance to change, & leverage disruptive technologies to maintain competitive advantage.

✦ How to negotiate effectively and resolve conflicts constructively?

Develop negotiation strategies, active listening skills, & conflict resolution techniques for internal team dynamics & external partnerships.



Dr. Shad Morris

Adjunct Professor, Management
MIT Sloan

Accelerated Leadership Development Programme for High Performers

Who is this programme for?

This programme is for high-performing individuals with 5-10 years of experience who have been identified as future leaders and are ready for a fast-tracked path to executive roles.

Why this program?



Bespoke CXO Mentorship:

Gain unparalleled access to top-tier strategic guidance through mentorship from current C-suite executives.



Real-World Projects:

Address actual organisational challenges by working on projects that deliver tangible business value.



Advanced Simulations:

Test your leadership and decision-making skills under pressure in a safe yet challenging environment.



Optional Global Immersion:

Gain firsthand exposure to international business practices and global markets.

Duration

- 1. Medium-term:** 2 months to 6 months (intensive executive leadership sprints).
- 2. Long-term:** 6 months to 12 months (comprehensive leadership academies, executive certifications with project work).



How Masters' Union adds value

Masters' Union provides an accelerated path to senior leadership by offering a unique blend of mentorship, practical experience, and advanced learning. The programme connects high-potentials with top industry leaders, allows them to work on real-world business problems, and provides a global perspective, preparing them to take on significant leadership roles and drive organisational impact.

Programmes available

✦ How to formulate and execute a global business strategy?

Analyse global economic trends, geopolitical factors, and regulatory landscapes to develop comprehensive international market entry and expansion strategies.

✦ How to identify and leverage disruptive technologies for competitive advantage?

Explore AI, Blockchain, IoT, & emerging technologies to identify opportunities, foster innovation culture, & strategically integrate new solutions.

✦ How to cultivate executive presence and influence key stakeholders?

Develop gravitas, confidence, and communication skills to articulate vision, inspire teams, and manage difficult conversations with diverse stakeholders.

✦ How to lead diverse, cross-cultural teams in a globalised world?

Understand cultural nuances, adapt leadership styles, & create inclusive environments that leverage global talent for effective collaboration.

✦ How to make high-stakes decisions effectively under uncertainty?

Master advanced analytical frameworks, recognise cognitive biases, assess risks, & consider ethical implications in complex decision scenarios.



Rajat Mathur

Practitioner-in-Residence
Former Managing Director,
Morgan Stanley

Executive Leadership & Transformation Programme for Senior Leaders

Who is this programme for?

This programme is for CEOs, Managing Directors, Presidents, CXOs, Board Members, and other senior executive leaders responsible for setting strategic direction and ensuring the long-term success of their organisation.

Why this programme?



High-Impact Strategic Advisory Projects:

Tackle real organisational challenges and deliver actionable recommendations.



Exclusive Networking:

Connect with a peer group of senior executives, fostering invaluable connections and collaborative insights.



Strategic Guidance from Industry Titans:

Receive personalised strategic guidance from top industry leaders.



Optional Global Immersion:

Gain exposure to international business ecosystems & best practices in global leadership.

Duration

- 1. Medium-term:** 3 months to 6 months (executive certificate programmes, intensive leadership modules).
- 2. Long-term:** 6 months to 12 months (comprehensive executive programmes with a focus on transformation).



How Masters' Union adds value

Masters' Union empowers senior leaders to drive organisational transformation by providing a platform for strategic thinking, high-level networking, and practical problem-solving. The programme offers a unique opportunity to work on high-impact projects, learn from the best in the industry, and build a network of influential peers, enabling leaders to navigate complex global challenges and drive sustainable, enterprise-wide change.

Programmes available

✦ How to lead a successful digital transformation & implement an AI strategy?

Develop comprehensive digital strategies, manage technological disruption, and foster data-driven culture using AI, machine learning, and automation.

✦ How to navigate global geopolitical shifts and their impact on business.

Understand global power dynamics, trade policies, and economic indicators to make informed strategic decisions in volatile international markets.

✦ How to integrate sustainable and ESG practices into your business strategy?

Embed environmental, social, and governance principles into operations, develop circular economy models, and measure impact for long-term value creation.

✦ How to master the art of mergers and acquisitions for strategic growth?

Navigate strategic rationale, due diligence, valuation, negotiation, and post-merger integration processes to identify synergies and create value.

✦ How to build organisational resilience and manage crises effectively?

Anticipate, respond to, and recover from reputational, financial, and operational crises while developing communication strategies and resilient structures.

A portrait of Rajiv Gupta, a middle-aged man with dark hair, a mustache, and glasses, wearing a grey blazer over a light blue zip-up shirt. He is seated and looking directly at the camera with a slight smile. The background is a blurred office setting with a bookshelf and a sculpture.

Rajiv Gupta

Chairman, School
of Family Business
Ex VP, Honda

Legacy & Growth Management Programme for Family Businesses

Who is this programme for?

This programme is for family business owners, next-generation leaders, and key stakeholders in family-run enterprises who are focused on ensuring long-term growth, effective governance, and smooth succession.

Why this programme?



Expert-Led Governance Workshops:

Learn to create clear governance structures that separate family, ownership, and management roles, ensuring transparency and accountability.



Succession Planning Clinics:

Participate in clinics focused on developing comprehensive succession plans that ensure a smooth transition of leadership and preserve the family's legacy.



Global Expansion Strategy Sessions:

Gain insights into how to take a family business global, with strategies for international market entry and expansion.

Duration

- 1. Medium-term:** 2 months to 6 months (e.g., comprehensive programmes for family business management).
- 2. Long-term:** 6 months to 12 months (e.g., in-depth programmes covering governance, succession, and growth).



How Masters' Union adds value

Masters' Union provides a unique learning environment where family business leaders can learn from experts and each other. The programme focuses on the specific challenges and opportunities of family-run enterprises, providing practical tools and frameworks for governance, succession, and growth. The emphasis on real-world case studies and peer-to-peer learning allows participants to find solutions to their own business challenges.

Programmes available

✦ How to establish effective governance for your family business?

Create clear governance frameworks, family councils, & independent board structures that separate family, ownership, & management responsibilities.

✦ How to drive innovation and diversify your family business for future growth?

Explore new business opportunities, modernise operations, & implement innovative strategies while maintaining the family's core values & legacy.

✦ How to plan and execute a successful international expansion strategy?

Develop market entry strategies, understand regulatory requirements, and manage cross-border operations for sustainable global growth.

✦ How to manage succession and prepare the next generation of leaders?

Design comprehensive succession plans, develop next-generation talent, and ensure smooth leadership transitions that preserve business continuity.

✦ How to professionalise your family business while preserving its core values?

Implement professional management practices, systems, and processes while maintaining the unique culture and values that define your family enterprise.



Manoj Kohli

Chairman, Board of
Governors, Masters' Union
Fmr. Country Head, Soft Bank

Develop Regional Business Leadership for GCC

Who is this programme for?

This programme is designed for business leaders, executives, and professionals operating in or seeking to enter the GCC (Gulf Cooperation Council) region. It is ideal for those who want to understand the unique business landscape, cultural nuances, and regulatory environment of the GCC.

Why this programme?



Region-Specific Curriculum:

The programme is tailored to the specific economic and cultural context of the GCC, providing relevant and actionable insights.



Expert Faculty with GCC Experience:

Learn from faculty and practitioners with deep experience and expertise in the GCC market.



Networking Opportunities:

Connect with a network of peers and business leaders from across the GCC region.

Duration

- 1. Short-term:** 2 days to 6 weeks (e.g., intensive workshops on specific topics like GCC market entry).
- 2. Medium-term:** 2 months to 6 months (e.g., comprehensive programmes on regional business leadership).



How Masters' Union adds value

Masters' Union offers a programme that is specifically designed to equip leaders with the skills and knowledge needed to succeed in the fast-growing and dynamic GCC region. By focusing on the unique challenges and opportunities of the GCC market, and by leveraging a network of experts with deep regional experience, the programme provides a direct and practical path to effective regional leadership.

Programmes available

✦ How to navigate the business and cultural landscape of the GCC?

Understand regional business etiquette, cultural sensitivities, and relationship-building practices essential for successful operations in GCC markets.

✦ How to develop and execute a successful market entry strategy for the GCC?

Analyse market opportunities, regulatory requirements, and competitive landscapes to create effective entry and expansion strategies.

✦ How to lead and manage a cross-cultural team in the GCC?

Develop leadership skills for managing diverse teams, understanding local talent markets, and creating inclusive work environments.

✦ How to understand and comply with the legal and regulatory frameworks of the GCC?

Navigate complex regulatory environments, compliance requirements, and legal structures across different GCC countries.

✦ How to leverage the economic diversification and growth opportunities in the GCC?

Identify emerging sectors, government initiatives, and investment opportunities aligned with Vision 2030 and regional diversification strategies.



Nikhil Mittal
Managing Director,
Masters' Union

Learn from Global Businesses

Who is this programme for?

This programme is designed for business leaders, executives, and professionals who want to gain insights from successful global companies and apply international best practices to their own organisations. It is ideal for those looking to expand their global perspective & learn from world-class business models.

Why this programme?



Global Case Study Deep Dives:

Analyse real-world case studies from leading multinational corporations and learn from their strategies and execution.



International Best Practices:

Gain exposure to proven methodologies and frameworks used by successful global businesses across different industries.



Cross-Industry Learning:

Learn from diverse sectors and business models to gain a comprehensive understanding of global business excellence.

Duration

- 1. Short-term:** 2 days to 6 weeks (e.g., intensive workshops focusing on specific global business models or industries).
- 2. Medium-term:** 2 months to 6 months (e.g., comprehensive programmes covering global business strategies and practices).



How Masters' Union adds value

Masters' Union provides access to exclusive insights from global business leaders and practitioners who have worked with or within world-class organisations. The programme offers a unique opportunity to learn from the successes and failures of international businesses, providing participants with actionable strategies that can be adapted and implemented in their own organisations, regardless of size or industry.

Programmes available

✦ How to analyse and learn from successful global business models?

Study proven business models from leading multinational corporations, understand their success factors, and identify applicable strategies for your context.

✦ How to adapt international best practices to your local market context?

Learn frameworks for customising global strategies to local markets while maintaining operational excellence and competitive advantage.

✦ How to build a global mindset and think beyond geographical boundaries?

Develop strategic thinking capabilities that consider global trends, cross-border opportunities, and international market dynamics.

✦ How to leverage global supply chains and partnerships for competitive advantage?

Understand supply chain optimisation, strategic partnerships, and vendor management practices used by world-class organisations.

✦ How to implement world-class operational excellence in your organisation?

Apply proven methodologies for process improvement, quality management, and operational efficiency from leading global companies.



Plug-&-Play Programmes

These are high-impact, ready-to-deploy courses that provide rapid upskilling in critical business domains. They are designed for immediate, practical relevance and can be deployed for individuals or teams.



Target Audience:

CEOs, CXOs, Board Members, and Senior Executive Leaders. High-potential individuals identified as future leaders (5-10 years experience).



Focus:

Organisational transformation, global navigation, and sustainable strategy. Executive presence, global strategy, and advanced decision-making.

Programme Outline

How do You Influence, Align and Close High Stakes Deals	Influence	27-28
How to Avoid Co-Founder Breakups and Survive Your First Real Test—Each Other	Family	29-30
How to Apply Design Thinking Across Products	Marketing	31-32
How do Businesses Optimise Operations to Achieve Efficiency and Scalability	Operations	33-34
How to Formulate & Execute Winning Business Strategies Successfully	Strategy	35-36
How to Master the Art of Managing Complexity	Operations	37-38
How to Lead Full-Stack Digital Marketing	Marketing	39-40
How to Make Strategic People Decisions That Drive Performance	People	41-42
How to Leverage Derivatives to Manage Financial Market Risks	Finance	43-44
How to Lead and Influence Through Powerful Business Storytelling	Influence	45-46
How Aligning Strategy and HR Can Lead to Organisational Success	People	47-48
How to Use Data Analytics for Supply Chain Optimisation	Digital	49-50
How to Lead and Sustain Multi Generational Family Business Success	Family	51-52
How to Understand Global Economic Forces Shaping Business Landscape	Strategy	53-54
How to Leverage Artificial Intelligence to Transform Marketing Strategy	Digital	55-56
How to Build and Lead High-Performing Teams Using Science	People	57-58
How do Businesses Optimise Operations to Achieve Efficiency and Scalability	Operations	59-60
How to Understand Blockchain Technology & Digital Asset Innovation	Digital	61-62
How to Master Business Communication for Professional Success Today	Influence	63-64
How to Identify and Manage Business Risks for Success	Finance	65-66

How do You Influence, Align & Close High Stakes Deals

COURSE DURATION:

10 Hours



FACULTY

Dr. Benjamin Dunford

Professor of Management at Purdue University
Mitchell E. Daniels, Jr. School of Business

 @benjamindunford

 Indiana, United States

Dr. Benjamin Dunford is a **Professor of Management at the Mitchell E. Daniels, Jr. School of Business, Purdue University**. As an educator, consultant and researcher, Professor Dunford is an **expert on strategy development and implementation**, change management, leadership, negotiation, interpersonal relationships, and team dynamics. On these topics he has published over **50 peer reviewed journal articles**, international conference proceedings and book chapters. He **teaches extensively in MBA, Executive MBA and corporate programmes** in the US and abroad and has **won multiple top professor awards**. His research has been cited in *The Economist*, as well as numerous major newspapers. Professor Dunford has consulted with enterprises worldwide in a variety of industries including **healthcare, professional sports, agriculture, government, financial services, media, hospitality, manufacturing, and telecommunications**. He earned his Ph.D. from Cornell University in 2004.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Retreats, Simulation</p>	<p>✦ Core Learning Outcome</p> <p>Gain influence with investors and partners, understand distributive and integrative tactics, and close deals even from positions of low leverage.</p>
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Negotiations

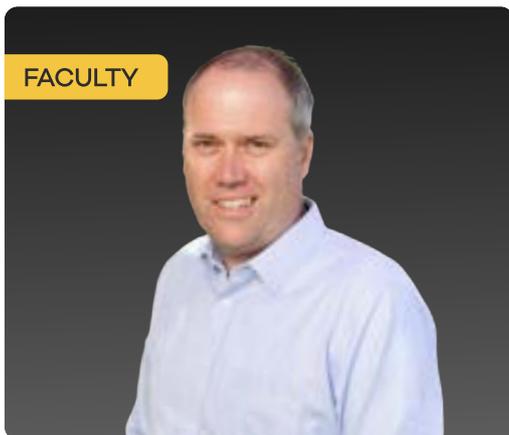
Course Agenda

Micro Question	Input Pedagogy	Session Time
How does one measure success in negotiations?	<p>Theory: Strategy and tactics of distributive bargaining, understanding BATNA and walk-away points.</p> <p>Workshop/Role Play: Pair Role Plays: G Technica, Blue Buggy.</p> <p>Class Discussion: When to walk away, recognising positive and negative bargaining zones.</p>	2 hrs
What are the most common tactics expert negotiators use to influence others?	<p>Theory: Anchoring, hardball tactics, and influence strategies.</p> <p>Workshop/Role Play: Pair Role Plays: Used Car, Sugar Bowl.</p> <p>Class Discussion: First offers, responses to hardball tactics.</p>	2 hrs
How to identify and leverage hidden opportunities to create maximum value?	<p>Theory: Integrative negotiation tactics, identifying value-creation opportunities, influencing without leverage.</p> <p>Workshop/Role Play: Pair Role Plays: New Recruit, Les Florets.</p> <p>Class Discussion: How to uncover unstated investor needs.</p>	2 hrs
How can I detect lying and protect myself or organisation from deception in negotiations?	<p>Theory: Negotiating with liars, trust dynamics, repair strategies.</p> <p>Simulation: Medium group disarmament game.</p> <p>Class Discussion: Building trust, evaluating integrity.</p>	2 hrs
How understanding my own and others' tendencies improve negotiations outcomes?	<p>Theory: Emotional intelligence, negotiation style assessment, individual differences in negotiation.</p> <p>Exercise: Negotiation Style Inventory, Class discussion.</p>	2 hrs

How to Avoid Co-Founder Breakups and Survive Your First Real Test—Each Other

COURSE DURATION:

10 Hours



Dr. James Oldroyd

Associate Professor of Strategy at Brigham Young University.
Ford Motor/ Richard Cook Research Fellow

 @JamesOldroyd

 Provo, Utah, United States

Dr. James Oldroyd is an Associate Professor of Strategy at the Marriott School of Business, Brigham Young University, where he also serves as the Ford Motor / Richard Cook Research Fellow. He earned his Ph.D. in Management from the Kellogg School of Management, Northwestern University. Previously, he taught at SKK-GSB in South Korea and The Ohio State University.

His research focuses on networks and knowledge flows and has appeared in leading journals such as Academy of Management Review, Organisation Science, Journal of International Business Studies, and Harvard Business Review. He teaches courses in strategy, international business, and negotiation, and has consulted with global organisations including Samsung, Doosan, and SK.

✦ Target Cohort	✦ Delivery Format	✦ Core Learning Outcome
Junior Level, Mid-level, Leadership	Classroom, Simulation, Retreats	Focus on team dynamics, psychological safety, and leadership to build high-performing teams and manage conflict effectively.

The Science of Effective Team

Micro Question	Input Pedagogy	Session Time
What unspoken expectations do members carry into a newly formed team?	<p>Theory: Understanding invisible assumptions in teams.</p> <p>Case Discussion: Army Crew Team.</p> <p>Startup Focus: How do hidden assumptions about speed, equity, or hustle create tension or glue?</p>	2 hrs
How do teams transition from chaos to collaboration without losing individual voice?	<p>Simulation: Mt. Everest Leadership Simulation.</p> <p>Reading: Login + simulation dashboard.</p> <p>Startup Focus: Taking startup teams from messy brainstorm to clear sprints without killing creativity.</p>	2 hrs
What enables high-performing teams to stay in flow under pressure?	<p>Case Discussion: Satya Nadella at Microsoft: Instilling a Growth Mindset.</p> <p>Startup Focus: Keeping trust and momentum alive when deadlines loom and things fail.</p>	2 hrs
How do individual personality differences influence team dynamics and conflict?	<p>Exercise: RAP and Negotiation Exercise (multi-party team role-play).</p> <p>Reading: Reinventing Performance Management.</p> <p>Startup Focus: Handling clashes in founder trios (vision vs caution vs silence).</p>	2 hrs
Can psychological safety be designed—or does it just happen?	<p>Simulation: Social Network Simulation Game.</p> <p>Reading: Catching Falling Stars (Academy of Management Review, Oldroyd & Morris, 2012).</p> <p>Startup Focus: Building a fast-moving startup where people speak up even when scared or disagree.</p>	2 hrs

How to Apply Design Thinking Across Products

COURSE DURATION:

10 Hours



AJ Boelens

Independent Strategy & Innovation Advisory for Boards and C-suite clients | Specialized in PPPs and visionary projects across Asia and M.E.

 @AJ Boelens

 Dubai, United Arab Emirates

Dr. AJ Boelens is the founder of Innovation Connected and an Adjunct Faculty member at Nanyang Business School. He specialises in customer-centric strategy, commercial excellence, and innovation.

Previously, he served as Director of Strategy & Insights at The Economist and held leadership roles at BASF and Siemens Healthcare. He works extensively with boards and C-suite executives across Asia and the Middle East to drive organisational agility and growth.

<p>✦ Target Cohort</p> <p>Fresher, Junior Level, Mid-level</p>	<p>✦ Delivery Format</p> <p>Classroom, Immersion, Workshop</p>	<p>✦ Core Learning Outcome</p> <p>Gain a thorough understanding of the Design Thinking process —from empathy and ideation to prototyping and testing—for product and client experience.</p>
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The Fundamentals of Design Thinking

Micro Question	Input Pedagogy	Session Time
What is Design Thinking, why is it important, and when do we use it? What are the key principles and mindsets of Design Thinking? How can Design Thinking be applied in various fields and industries?	Lecture with group breakouts: Key principles, mindsets, and applications across industries.	2hrs
What techniques can be used to understand users' needs and problems? How can empathy maps, user personas, and journey maps help in gaining insights? What are the best practices for conducting effective user research?	Lecture + group activities: Empathy maps, personas, journey mapping, user research methods. Activity: GOTB ("Get out of the building") to collect customer data, optimise insights.	2hrs
How can we synthesise research findings to identify key insights? What is a problem statement and why is it crucial in Design Thinking? How can we create a clear and actionable problem statement?	Lecture with group activities: Synthesising findings, framing insights, crafting problem statements.	2hrs
What are brainstorming techniques to generate innovative ideas? How can we encourage creativity and overcome idea blocks? What are the criteria for evaluating and selecting the best ideas?	Lecture + group activities: Brainstorming, idea evaluation. Activity: Generate solutions for Eval 1 problem using Eval 2 user data, A/B testing of problem statements & solutions.	2hrs
How can we create prototypes that effectively test our ideas? What methods can be used to gather feedback on prototypes? How can we iterate and improve solutions based on user feedback?	Lecture + group activities: Prototype building (storyboards, pen & paper, no-code tools, Figma). Agile & Scrum overview. Strategic vs. tactical approaches.	2hrs

How do Businesses Optimise Operations to Achieve Efficiency & Scalability

COURSE DURATION:

20 Hours



Zal Phiroz

Professor of Supply Chain, Operations;
Ex P&G; Expert Witness

 @ZPhiroz

 Los Angeles, California, United States

Dr. Zal Phiroz is Fixed-Term Faculty in the Department of Supply Chain Management at the Broad College of Business, Michigan State University. He holds a Ph.D. and brings expertise in operations and supply chain strategy, with experience spanning both academia and industry. Dr. Phiroz also consults and has acted as an expert witness on supply chain and operations topics for global organisations.

<p>✦ Target Cohort</p> <p>Junior Level, Mid-level, Senior Management</p>	<p>✦ Delivery Format</p> <p>Classroom, Simulation, Workshop</p>	<p>✦ Core Learning Outcome</p> <p>Learn how businesses optimise operations for efficiency and scalability, covering topics like JIT, supply chain, capacity planning, and data analytics in manufacturing.</p>
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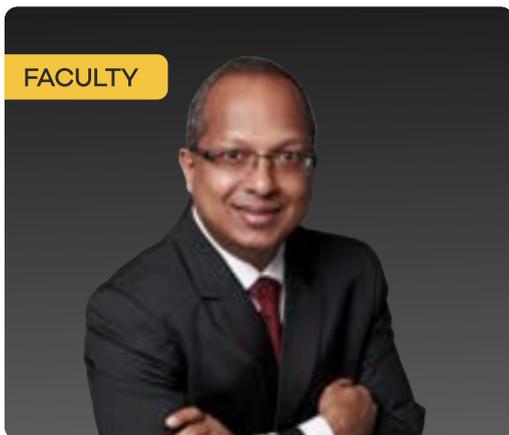
Learn to Manage Operations at Scale

Micro Question	Input Pedagogy	Session Time
How has Tesla's manufacturing evolved?	In-class: Guiding questions on evolution. Simulation: Role-play.	2 hrs
How does IKEA optimise stock and sales?	In-class: Guiding questions on strategy; Simulation: Role-play.	2 hrs
How does Amazon plan capacity and layout?	In-class: Guiding questions on growth. Discussion: Risks/next steps.	2 hrs
How do sustainability initiatives impact operations?	In-class: Guiding questions on metrics. Discussion: Tide case.	2 hrs
How do operations differ in product vs. service?	In-class: Guiding questions on metrics. Simulation: Product vs. service.	2 hrs
Why does McDonald's serve lunch in 5 minutes?	In-class: Guiding questions on strategy. Discussion: Competition.	2 hrs
How does Toyota avoid spares with JIT?	In-class: Guiding questions on JIT. Simulation: Manufacturing role-play.	2 hrs
How do ride-sharing platforms manage surge pricing?	In-class: Guiding questions on pricing. Simulation: Driver/passenger role-play.	2 hrs
How does Benihana manage peak hours?	In-class: Guiding questions on efficiency. Discussion: Strategy.	2 hrs
How does data analytics optimise manufacturing?	In-class: Guiding questions on data use. Discussion: Advantages.	2 hrs

How to Formulate & Execute Winning Business Strategies Successfully

COURSE DURATION:

20 Hours



Thomas Kuruvilla

Managing Partner, Arthur D. Little Middle East & India; Member of the Global Board

 @kuruvillathomas

 United Arab Emirates

Thomas Kuruvilla is an experienced leadership coach and educator, with expertise in strategy, innovation, and organisational transformation.

He works extensively with leaders and executives across industries to enhance performance and guide large-scale change.

Kuruvilla has taught and coached in business schools and corporate programmes, focusing on leadership development and strategic thinking. His professional journey combines academic teaching with consulting—enabling him to bridge theory and practice effectively.

✦ Target Cohort	✦ Delivery Format	✦ Core Learning Outcome
Mid-level, Senior Management, Leadership	Classroom, Case Study, Retreats	Develop a keen understanding of how firms compete, formulate business-level strategies, and sustain competitive advantage in a complex business environment.

Strategic Management for Business Leaders

Micro Question	Input Pedagogy	Session Time
What is strategy and why does it matter?	Case Study: Moderated discussion. Case: Robin Hood.	2 hrs
Why do industries differ in their structure?	Case Study: Moderated discussion. Case: Cola Wars Continue: Coke & Pepsi in 2010.	2 hrs
How does industry structure vary in a global context?	Case Study: Moderated discussion. Case: Robert Mondavi and the Wine Industry.	2 hrs
What are the generic strategies for competition?	Case Study: Moderated discussion. Case: Apple in 2015.	2 hrs
How can firms create a competitive advantage?	Case Study: Moderated discussion. Case: Luxottica: Sustaining Growth in Challenging Times.	2 hrs
How can firms sustain a competitive advantage?	Case Study: Moderated discussion. Case: Infosys Consulting in 2006.	2 hrs
How do start-ups develop effective strategies?	Case Study: Moderated discussion. Case: Airbnb: Business Model Development and Future Challenges.	2 hrs
What is the role of platform strategy in competition?	Case Study: Moderated discussion. Case: Ant Financial (A).	2 hrs
How do firms manage strategic change?	Case Study: Moderated discussion. Case: The Guardian: Transition to the Online World.	2 hrs
How do we review and present strategic outcomes?	Group project presentations and course recap discussion.	2 hrs

How to Master the Art of Managing Complexity

COURSE DURATION:

20 Hours



Dr. Edward Rogers

Principal Owner at
Mayjer Enterprises LLC

 @edwrogers

 Palmyra, Virginia, United States

Dr. Ed Rogers is Principal Owner of Mayjer Enterprises LLC, where he focuses on organisational learning and leadership. He is also Advisor & Professor at Tetr College of Business, Master Teacher at Masters' Union, and Visiting Faculty at the Indian School of Business for more than 15 years.

Previously, Dr. Rogers served for 17 years as Chief Knowledge Officer at NASA Goddard Space Flight Center, leading major initiatives in knowledge management and organisational learning. He has also taught at George Washington University, University of Alabama in Huntsville, and advises startups such as TurboHire. He holds a Ph.D. in Human Resource Management from Cornell University, an MIB from the University of South Carolina, and a BS in Agronomy from The Ohio State University.

<p>✦ Target Cohort</p>	<p>✦ Delivery Format</p>	<p>✦ Core Learning Outcome</p>
<p>Mid-level, Senior Management, Leadership</p>	<p>Classroom, Simulation, Workshop</p>	<p>Appreciate system complexity, decision-making under uncertainty, and apply structured thinking to complex business scenarios.</p>

Decision Making & Complexity

Micro Question	Input Pedagogy	Session Time
How do you identify and address complexity in management?	Lecture + Course Outline	2 hrs
How can you apply structured thinking to solve managerial problems?	Case: Vasa Case + Reading	2 hrs
How do you evaluate the impact of good leadership on decision making?	Case: Discovery India + Reading	2 hrs
What happens when managers fail to make good decisions?	Case: Everest Case + Reading	2 hrs
How do you approach problem-solving in situations of marketplace complexity?	Case: Turbohire	2 hrs
How do you critically analyse the need for continuous learning in management?	Case: Petrofac + Reading	2 hrs
How do you make smart decisions under uncertainty?	Case: NASA Columbia + Kahneman excerpts	2 hrs
How do you overcome human biases in decision making?	Case: Iridium Lost in Space	2 hrs
How do you apply complexity models to real business scenarios?	Lecture + Excerpts from Multipliers	2 hrs
How do you formulate a space startup venture?	Lecture	2 hrs

How to Lead Full-Stack Digital Marketing

🕒 COURSE DURATION:

20 Hours



Rahul Wadhawan

Expert Associate Partner, Bain & Company |
Marketing, Digital Marketing & e-Commerce Strategy
Leader

 @rahulwadhawan

 Gurgaon, Haryana, India

Mr. Rahul Wadhawan. is an Expert Associate Partner at Bain & Company, leading marketing, digital marketing, and e-commerce strategies. With nearly two decades of experience, he has driven growth for global brands across India, China, Korea, the US, France, and Germany, including Usha International, OPPO, Samsung, Pernod Ricard, Coca-Cola, SAP, and HCL. Since 2022, he advises C-suite leaders at Bain, focusing on consumer products, retail, automotive, financial services, and healthcare. With a global perspective, he excels in growth acceleration, launching new business models, and boosting profitability. His expertise in digital and e-commerce leadership includes multi-channel customer acquisition and ROI-focused campaigns. Educated at the Indian Institute of Management Ahmedabad and Amity University with an MBA, he is passionate about mentoring teams and delivering data-driven, innovative strategies for competitive advantage.

<p>✦ Target Cohort</p> <p>Fresher, Junior Level, Mid-level</p>	<p>✦ Delivery Format</p> <p>Classroom, Workshop, Online</p>	<p>✦ Core Learning Outcome</p> <p>Master the digital marketing landscape, from social media strategy and SEO to Google Ads, content planning, and data-driven campaign performance analysis.</p>
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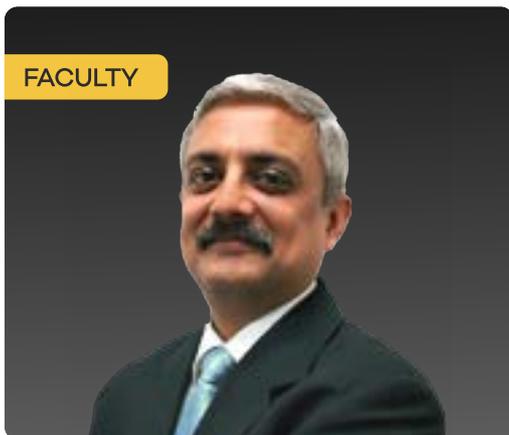
Digital Marketing

Micro Question	Input Pedagogy	Session Time
What is digital marketing & why does it matter for online businesses?	Theory + Workshop: Build personas & funnel. Brand: boAt.	2 hrs
How can social media turn followers into customers?	Theory + Workshop: 10-day campaign. Brand: The Souled Store.	2 hrs
How do you build a digital presence from scratch?	Theory + Workshop: Launch WordPress site. Brand: Zerodha.	2 hrs
What are the smartest ways to get your ads to the top of Google Search?	Theory + Workshop: Create Google campaign. Brand: Urban Company.	2 hrs
How do brands run OTT and display media ads?	Theory + Workshop: OTT media plan. Brand: Swiggy.	2 hrs
How do you build a content marketing plan that works?	Theory + Workshop: 30-day content plan. Brand: Mamaearth.	2 hrs
How do brands acquire and retain users using SEO and personalisation?	Theory + Workshop: Keyword research & email flow. Brand: Nykaa.	2 hrs
How does analytics decide the fate of digital campaigns?	Theory + Workshop: Google Analytics. Brand: Lenskart.	2 hrs
How do you build a digital marketing budget that works?	Theory + Workshop: 3-month budget. Brand: Wakefit.	2 hrs
What does a full-stack digital marketer actually do?	Theory + Workshop: Integrated launch plan. Brand: Dunzo.	2 hrs

How to Make Strategic People Decisions That Drive Performance

COURSE DURATION:

20 Hours



Rajat Mathur

Building Silver Spring, Senior Advisor - Morgan Stanley , TEDx Speaker, Advisory Board Member - Universities, Start ups , Growing Enterprises, Retirement Transition Coach

 @rajat-mathur-47a65b

 Mumbai, Maharashtra, India

Mr. Rajat Mathur is a Senior Advisor at Morgan Stanley, TEDx Speaker, and Retirement Transition Coach, based in Mumbai, India. With a distinguished career as a former Managing Director, he brings extensive experience in the financial services industry, focusing on strategy, startups, talent, consulting, and teaching. He advises universities, startups, and growing enterprises as an Advisory Board Member and serves as Adjunct Dean of Executive Education at Masters' Union.

Educated with an MPM in Human Resources from Symbiosis International University and a B.Sc. in Physical Sciences from St. Stephen's College, Delhi, he excels in change management and life coaching. Passionate about mentoring and building high-performance teams, Mr. Mathur leverages his global expertise to guide individuals and organisations through retirement transitions and strategic growth.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Simulation, Workshop</p>	<p>✦ Core Learning Outcome</p> <p>Master making effective and fairer people decisions in talent acquisition, performance, compensation, and employee relations.</p>
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Strategic People Management and Decisions

Micro Question	Input Pedagogy	Session Time
<p>What awareness do individuals need to have of themselves to appreciate bias and personal decision making anchors?</p>	<p>Case Study</p>	<p>2 hrs</p>
<p>What criteria are essential for making effective talent acquisition decisions that align with organisational goals?</p>	<p>Simulation</p>	<p>3 hrs</p>
<p>How can companies ensure that their rewards, compensation, and promotion practices fairly reflect employee performance and contributions?</p>	<p>Simulation</p>	<p>6 hrs</p>
<p>What decision criteria can organisations use to assess the effectiveness of training and coaching programmes on employee growth?</p>	<p>Simulation</p>	<p>4 hrs</p>
<p>How can organisations foster strong employee relations to improve morale and enhance workplace culture?</p>	<p>Case Study</p>	<p>5 hrs</p>

How to Leverage Derivatives to Manage Financial Market Risks

COURSE DURATION:

20 Hours



FACULTY

Satish Krishnan

Visiting Professor & Corporate Trainer, Startup - Mentor & investor, Financial Markets Analyst

 @satish--krishnan

 Mumbai, Maharashtra, India

Mr. Satish Krishnan is a Visiting Professor, Corporate Trainer, and Financial Markets Analyst based in Mumbai, India. A financial risk management expert with decades of experience, he specialises in analysing financial market movements and formulating risk management programmes, particularly in foreign exchange markets. He has successfully led business units at a multinational bank and now mentors and invests in startups.

Educated with an ACA from The Institute of Chartered Accountants of India and a B.Com. from Loyola College, he teaches at top B-schools like IIM-C and guides budding entrepreneurs. Fluent in English and Tamil, Mr. Krishnan excels in derivatives, foreign exchange management, and technical analysis, contributing to business growth and market risk awareness across industries.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Online</p>	<p>✦ Core Learning Outcome</p> <p>Learn to leverage derivatives (futures, forwards, swaps, options) to manage financial market risks and infer market expectations.</p>
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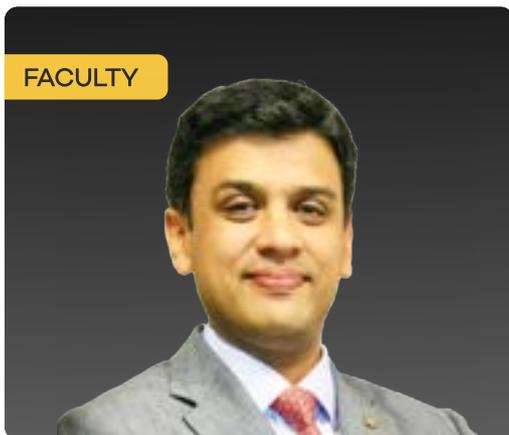
Derivatives

Micro Question	Input Pedagogy	Session Time
Why do companies like Tata Motors use derivatives to manage currency fluctuations?	Theory + Narration/podcast	2 hrs
Why do companies like L&T rely heavily on forward contracts to mitigate exchange rate impact?	Theory + Narration/podcast	2 hrs
How might ICICI Prulife use interest rate derivatives to lock-in higher yields?	Theory + Narration/podcast	2 hrs
How can Bajaj Finance use Interest Rate swaps and cross-currency swaps to manage risk?	Theory + Numerical Exercise + Narration/podcast	2 hrs
Why does Infosys use options to hedge export receivables?	Theory + Narration/podcast	2 hrs
How does Reliance Industries analyse volatility to deal in currency options?	Theory + Narration/podcast	2 hrs
How do banks like Citibank create and price option strategies?	Theory + Narration/podcast	2 hrs
Why did SEBI restrict option offerings and why were banks taken to court in 2008?	Group project + Case + Numerical Exercise + Narration/podcast	2 hrs
Why are exotic options avoided by TCS when others use them?	Theory + Narration/podcast	2 hrs
Why does Blackrock track derivatives to infer market expectations on interest rates?	Theory + Narration/podcast	2 hrs

How to Lead and Influence Through Powerful Business Storytelling

COURSE DURATION:

10 Hours



Saurabh Arora

Managing Director & CHRO | Visiting Faculty

 @saurabharora10

 Mumbai, Maharashtra, India

Mr. Saurabh Arora is the Managing Director and CHRO at Waterfield Advisors, and a Visiting Faculty member at Symbiosis Institute of Management Studies, based in Mumbai, India. With over two decades of HR leadership, he currently heads human resources for Russell Investments, India, since July 2024. Previously, he served as Executive Director at Morgan Stanley for 17 years, leading recruitment, HR business partnering, and HR operations.

Holding an MBA in HR from Symbiosis Institute of Management Studies, a Masters in Labor Law from Symbiosis Law College, and a BA in Economics from Delhi University, he began his career as a Disputes Analyst at American Express. His expertise spans HR strategy, recruitment, and global talent management, with a passion for mentoring and business storytelling.

✦ Target Cohort	✦ Delivery Format	✦ Core Learning Outcome
Fresher, Junior Level, Mid-level, Senior Management, Leadership	Classroom, Workshop	Learn to create evocative and memorable narratives to achieve business objectives, pitch ideas, build brand loyalty, and present data persuasively.

Leading with Impactful Business Stories

Micro Question	Input Pedagogy	Session Time
Why do we love stories?	Theory, Examples: Lecture, Demo, Case.	2.5 hrs
Does every story have a structure?	Theory, Examples: Lecture, Demo, Case.	2.5 hrs
Can stories elevate a brand, product, service or idea?	Theory, Examples: Lecture, Demo, Case.	2.5 hrs
Can data be better used and presented by combining elements of storytelling?	Theory, Examples: Lecture, Demo, Case.	2.5 hrs

How Aligning Strategy & HR Can Lead to Organisational Success

COURSE DURATION:

15 Hours



Dr. Avantika Tomar

Partner and L&D Head, EY-Parthenon India

 @dr-avantika-tomar-339291b

 Bengaluru, Karnataka, India

Dr. Avantika Tomar is a Partner and L&D Head at EY-Parthenon India, based in Bengaluru, Karnataka. With extensive strategy and organisational consulting experience across India, Australia, Saudi Arabia, and the UK, she shifted focus to education after seven years in Sydney and London. Specialising in K-12, higher education, and EdTech, she drives policy transformation in India and MENA.

A passionate academic, Dr. Tomar teaches at IIM Calcutta, IIM Trichy, MDI, BITSOM, and previously at UNSW and UTS. Holding a Ph.D. in Human Resource Management from IIM Calcutta and a B.Tech. in Mechanical Engineering from Galgotias University, she is a two-time TEDx speaker and contributes thought leadership on education policy and AI's role in learning.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Simulation, Workshop</p>	<p>✦ Core Learning Outcome</p> <p>Align HR strategy with business goals, optimise people decisions using quantitative analysis, and manage the future of work challenges.</p>
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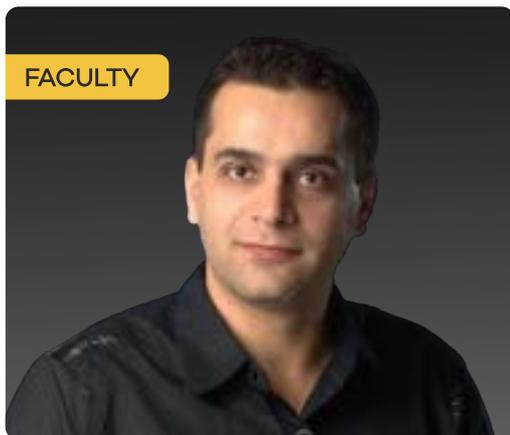
Aligning HR Strategy with Business

Micro Question	Input Pedagogy	Session Time
Why is strategic HRM crucial for organisational success?	Case Study: Banking Case Study (In-class Discussion).	2 hrs
How do HR strategies differ across industries like retail, tech, and professional services?	Simulation: Students will be learning SHRM in different industries through simulations.	3 hrs
How can workforce planning improve recruitment and performance management?	Case Study: Concept building through real-world scenarios.	2 hrs
How should compensation align with performance and organisational design?	Case Study: Pharma Case Study.	3 hrs
What are the implications of future work trends on HR professionals?	Debate	2 hrs
How can HR decisions be optimised through quantitative analysis and strategic application?	Debate	3 hrs

How to Use Data Analytics for Supply Chain Optimisation

COURSE DURATION:

25 Hours



FACULTY

Dr. Alireza Kabirian

Associate Professor of Supply Chain Operations at USC

[LinkedIn](#) @alireza-kabirian-86297aab

[Location](#) Los Angeles, California, United States

Dr. Alireza Kabirian is an Associate Professor of Supply Chain Operations at the University of Southern California, based in Los Angeles, California. With expertise in Lean Six Sigma, operations research, and supply chain management, he teaches courses including Supply Chain Management, Operations Management, and Six Sigma. He received the Golden Apple Teaching Award for graduate electives and the Weatherhead Faculty Teaching Excellence Award in 2017 and 2019.

Holding a Ph.D. in Industrial Engineering from Iowa State University and a Master's in Industrial Engineering from Sharif University of Technology, Dr. Kabirian previously served as Faculty Director at Case Western Reserve University. His analytical skills and project management experience enhance his contributions to supply chain resilience and risk management research.

<p>✦ Target Cohort</p> <p>Junior Level, Mid-level</p>	<p>✦ Delivery Format</p> <p>Classroom, Online, Workshop</p>	<p>✦ Core Learning Outcome</p> <p>Apply data-driven analytical tools (forecasting, optimisation, simulation) to inform operational and strategic decisions in global supply chain management.</p>
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Supply Chain Analytics

Micro Question	Input Pedagogy	Session Time
How does supply chain management utilise the SCOR model and data analytics?	Lecture + Discussions + Case: National Furniture + HBR Pre-reads	2 hrs
How can visualising supply chain data enhance decision-making?	Lecture + Discussions + Excel & Power BI Hands-on + Free Data Sets	2 hrs
What techniques improve demand forecasting accuracy?	Lecture + Discussions + Excel Hands-on + Free Data Sets	2 hrs
How do advanced forecasting models impact supply chain planning?	Lecture + Discussions + Excel Hands-on + HBR Case: Marriott + Free Cases	2 hrs
How can mixed integer programming optimise supply chain decisions?	Lecture + Discussions + Case Analysis + Excel Hands-on + HBR Case: Denka	2 hrs
What strategies enhance distribution network optimisation?	Lecture + Discussions + Case Analysis + Excel Hands-on + HBR Case: DHL	2 hrs
How does ERP modelling support manufacturing planning?	Lecture + Discussions + Case Analysis + Excel Hands-on + Free Mini-Case	2 hrs
How can Monte-Carlo simulation manage supply chain risk?	Lecture + Discussions + Case Analysis + Excel & @Risk Hands-on + Free Cases	2 hrs
How do waiting line simulations improve capacity planning?	Lecture + Discussions + Case Analysis + Excel & @Risk Hands-on + Free Data Set	2 hrs
How do digital technologies transform supply chain operations?	Lecture + Discussions + Case Analysis + HBR Cases: Walmart & Dell	2 hrs
(Optional) How does the Beer Game simulate supply chain dynamics?	Free Hands-on Simulation	3 hrs
How do the concepts learned apply to supply chain management?	Assessment	2 hrs

How to Lead and Sustain Multi Generational Family Business Success

COURSE DURATION:

14 Hours



Dr. Daniel Garrett Van Der Vliet

John and Dyan Smith Executive Director of Family Business

 @dannv dv

 Ithaca, New York, United States

Mr. Daniel G. Van Der Vliet is the John and Dyan Smith Executive Director of Family Business at Cornell University, based in Ithaca, New York. With over 30 years of leadership experience in public and private sectors, he excels at connecting people with innovative ideas and solutions through global programmes and forums. Since 2014, he has led the Smith Family Business Initiative, offering education and networking for family business owners worldwide.

Holding a B.S. in Natural Resources and an M.Ed. in Leadership from the University of Vermont, he previously directed the Family Business Initiative at UVM for 14 years, raising over \$1.2 million annually. His expertise in coaching and fundraising supports his work in family enterprise education and succession planning.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Retreats</p>	<p>✦ Core Learning Outcome</p> <p>Prepare to work effectively with family firms, focusing on succession, governance, and cross-generational value creation.</p>
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Leading Family Enterprises Across Generations

Micro Question	Input Pedagogy	Session Time
Why is the nature and uniqueness of family business significant?	Pre-Reads: Poza: Chapter 1: "The nature, importance, and uniqueness of family business."	2 hrs
How can non-family management enhance leadership in family enterprises?	Pre-Reads: Jim Collins: "Good to Great," Chapter 2 – Level 5 Leadership.	2 hrs
How do cross-cultural transitions impact family business generations?	Pre-Reads: From Traditional to Blended Cultures: How Family Enterprises Manage Transitions Across Generations, Jaffe, D. and Grubman, J.	2 hrs
How does governance function across the family, business, and ownership circles?	Pre-Reads: Lachenauer, Baron: "The Family Business Handbook" Chapter 4 - Structure Governance to Make Great Decisions Together.	2 hrs
What are the key challenges in the succession process of family businesses?	Pre-Reads: Management Insights from Great and Struggling Family Businesses (Miller & Miller).	2 hrs
How can leadership sustain family enterprises for the future?	-	2 hrs

How to Understand Global Economic Forces Shaping Business Landscape

🕒 COURSE DURATION:

10 Hours



Dr. Garrick Hileman

Currently researching/teaching: stablecoins, bitcoin, blockchain, macroeconomics, AI, future of work, rise/fall of empires,

 @hileman

 San Francisco Bay Area

Dr. Garrick Hileman is a renowned researcher and educator based in the San Francisco Bay Area, currently focusing on stablecoins, bitcoin, blockchain, macroeconomics, AI, future of work, and the rise/fall of empires. Best known for his pioneering work on cryptocurrencies and distributed ledger technology, he authored the first "Global Cryptocurrency Benchmarking Study" and "Global Blockchain Benchmarking Study" at the University of Cambridge.

Holding a Ph.D. in Economic History from the London School of Economics, where he was supervised by Albrecht Ritschl and Niall Ferguson, Dr. Hileman has over 15 years of private sector experience before transitioning to academia. He teaches at Cambridge, including the UK's first blockchain course, and consults for entities like the CIA, Federal Reserve, and Wells Fargo. Ranked among the 100 most influential economists in the UK & Ireland, he frequently speaks on global stages.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Online</p>	<p>✦ Core Learning Outcome</p> <p>Interpret macroeconomic data, understand global financial markets, & link macro developments to local innovation opportunities for business decision-making.</p>
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Navigating the Global Economic Landscape

Micro Question	Input Pedagogy	Session Time
What are the key historical forces shaping the modern financial and economic landscape?	<p>Hands-on Exercises: Discuss in small groups the key historical forces that have shaped the current financial and economic landscape; "Economic Indicators Analysis" (group analysis of GDP, inflation, unemployment, current account balance data).</p> <p>Watch: Niall Ferguson PBS mini-TV series "The Ascent of Money," "Commanding Heights: The Battle of Ideas".</p> <p>Recommended: "The Ascent of Money" by Niall Ferguson.</p>	2 hrs
How do trade and investment influence global economic development?	<p>Hands-on Exercises: "Development Strategies Analysis" (group case study analysis of countries like South Korea or China, focusing on growth factors and policies).</p>	2 hrs
How do global financial markets and institutions interact with political economies?	<p>Hands-on Exercises: "Macroeconomic Policy Coordination Simulation" (group scenario responses to global economic events).</p> <p>Recommended: "The Seven Mechanisms for Achieving Sovereign Debt Sustainability".</p>	2 hrs
What are the economic impacts of global regulatory policies?	<p>Hands-on Exercises: Discuss the impact of regulation on traditional banking and financial services; design policies balancing stakeholder needs; "Trade Policy Analysis" (group analysis of trade policy scenarios).</p> <p>Recommended: "Identifying and Measuring Financial Repression: The British Case in the Mid-20th Century".</p>	2 hrs
How might future technological advances reshape the global economy?	<p>Hands-on Exercises: Discuss potential "deep tech" advances and future innovations; debate timing and mitigation strategies using LLMs for feedback.</p> <p>Watch: Mike Hearn presentation on autonomous agents, self-driving cars, smart contracts, and digital currency.</p>	2 hrs

How to Leverage Artificial Intelligence to Transform Marketing Strategy

COURSE DURATION:

12 Hours



Dr. Rajesh Bhargave

Associate Professor of Marketing at Imperial Business School

 @rajesh-bhargave-1601263

 London Area, United Kingdom

Dr. Rajesh Bhargave is an Associate Professor of Marketing at Imperial Business School, based in the London Area, United Kingdom. With over nine years at Imperial, he specialises in consumer behaviour research, quantitative and qualitative methods, and educational leadership in online learning environments. He also serves as an advisor to We Are Rival, a marketing innovation consultancy.

Previously, he was an Assistant Professor at the University of Texas at San Antonio for seven years, focusing on anticipated and remembered enjoyment of consumer products. Holding a Ph.D., Dr. Bhargave's research includes the 2015 Journal of Consumer Psychology article on lasting product performance. His current work explores evolving CMO roles and challenger brands.

<p>✦ Target Cohort</p> <p>Fresher, Junior Level, Mid-level</p>	<p>✦ Delivery Format</p> <p>Classroom, Online, Workshop</p>	<p>✦ Core Learning Outcome</p> <p>Develop hands-on skills in using AI tools for idea generation, market research, visual content, and understanding its societal impact on marketing careers.</p>
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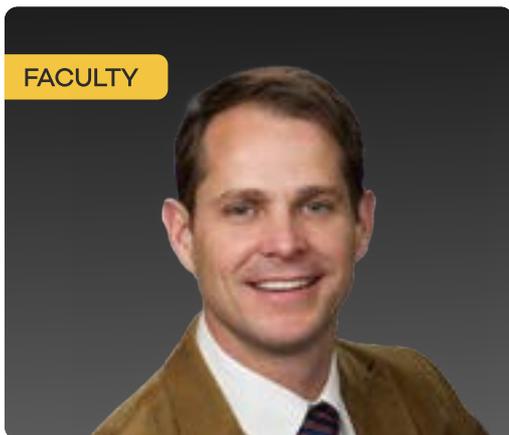
Artificial Intelligence for Marketing Innovation

Micro Question	Input Pedagogy	Session Time
What are the basics of AI and its role in marketing?	Pre-Reads: De Cremer, Kasparov (2021), "AI Should Augment Human Intelligence, Not Replace It; Wertebroch (2021), "Marketing Automation: Marketing Utopia or Marketing Dystopia?"	2 hrs
How can AI enhance business idea generation?	Pre-Reads: "How to use AI to generate creative ideas" by Ethan Mollick.	2 hrs
How does AI improve market research processes?	Pre-Reads: Huang, Ming-Hui, and Roland T. Rust. "A strategic framework for artificial intelligence in marketing." Journal of the Academy of Marketing Science 49 (2021).	2 hrs
How can AI enhance design and visual content in marketing?	Pre-Reads: "The Future Of Creativity In Advertising Is AI (For Real This Time)" by James Sciefer.	2 hrs
What are the implications of AI on marketing careers and society?	Pre-Reads: "Tech innovation means less work for people to do, making it harder to find meaning in life", according to a new book by economist Daniel Susskind.	2 hrs
How can AI-driven projects be presented and reviewed?	-	2 hrs

How to Build and Lead High-Performing Teams Using Science

COURSE DURATION:

21 Hours



Dr. Shad Morris

Business Professor | International Business | Talent Management

 @shad-morris

 Salt Lake City Metropolitan Area

Dr. Shad Morris is a Business Professor and Executive Director at Brigham Young University Marriott School of Business, based in the Salt Lake City Metropolitan Area. With 12 years at BYU, he focuses on international business and talent management, exploring global innovation, poverty alleviation, and individual empowerment within organisations. He also advises GlobalHub, a student-led programme addressing real-world business challenges.

Holding a Ph.D. in Management from Cornell University and a Master's in Organisational Behaviour from BYU, where he co-founded the Journal of Microfinance, Dr. Morris previously taught at Ohio State University and SKK GSB Sungkyunkwan University. His early work with Grameen Foundation shaped his expertise in organisational development and leadership.

<p>✦ Target Cohort</p> <p>Junior Level, Mid-level, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Simulation, Retreats</p>	<p>✦ Core Learning Outcome</p> <p>Gain hands-on experience in team selection, coaching, and managing group dynamics to create high-performing teams.</p>
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Leading Teams Through Evidence-Based Practices

Micro Question	Input Pedagogy	Session Time
How can you identify personal and team strengths for effective team formation?	Session 1: <ul style="list-style-type: none"> • 360 assessment of management competencies. • Self and peer evaluation submissions. • Personal strengths identification workshop activity. 	3 hrs
How do you select the right people for your team using behavioural science?	Session 2: <ul style="list-style-type: none"> • Army Crew Team case study. • Behavioural science hiring simulation exercise. • Team selection criteria development workshop. 	3 hrs
How can individual and team goals be reconciled during the storming phase?	Session 3: <ul style="list-style-type: none"> • Mt. Everest Leadership Simulation dashboard. • Individual versus team goals reconciliation. • Simulation exercise for storming phase. 	3 hrs
How can norms be set to enhance team performance?	Session 4: <ul style="list-style-type: none"> • Satya Nadella Microsoft case analysis. • Growth mindset and culture videos. • Leadership strengths identification group exercise. 	3 hrs
How can teams be aligned for optimal performance?	Session 5: <ul style="list-style-type: none"> • Reinventing performance management reading discussion. • RAP Leadership Framework video analysis. • Coaching effectiveness and application assignment. 	3 hrs
How can star employees be effectively managed?	Session 6: <ul style="list-style-type: none"> • Catching Falling Stars reading discussion. • Managing star employees video analysis. • Social Network Simulation exercise activity. 	3 hrs
How can teams drive innovation in emerging markets?	Session 7: <ul style="list-style-type: none"> • HSBC open innovation case analysis. • Emerging markets innovation reading discussion. • India problem-solving solution development exercise. 	3 hrs

How do Businesses Optimise Operations to Achieve Efficiency and Scalability

COURSE DURATION:

22 Hours



Kevyn Eva Norton

Product Lead @ Easy Bites App | Game Thinking inspired Product Leader

 @kevyneva

 Zurich, Zurich, Switzerland

Ms. Kevyn Eva Norton is the Product Lead at Easy Bites App, based in Zurich, Switzerland, focusing on AI-powered child feeding solutions with a game-thinking approach. With over 20 years in the technology sector, she blends her background in languages and literature with expertise in media innovation and digital health, driving human-centric product strategies.

Holding an advanced certification in Russian, Spanish, and Italian from IULM University and a Master's in Media Innovation from Breda University, she has led projects like the mental health game Shadow's Edge and conducts guest faculty roles at Tetr College and Masters' Union. Her volunteer work with the Wilder Project supports education in Peru, reflecting her commitment to social impact.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Immersion, Retreats</p>	<p>✦ Core Learning Outcome</p> <p>Apply product strategy frameworks, behavioural design, and ecosystem thinking to drive exponential growth and customer loyalty.</p>
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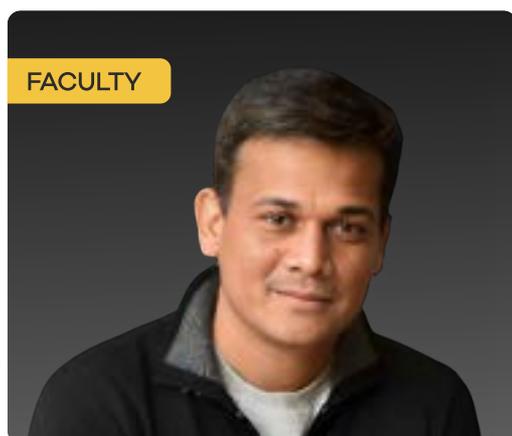
Product Management Mastery

Micro Question	Input Pedagogy	Session Time
How has Airbnb disrupted hospitality?	Pre-class: Pattern Breakers reading + Videos. In-class: Group workshop + Reflection/quiz.	2 hrs
How can frameworks make you a strategic leader?	Pre-class: McKinsey article + Video. In-class: Strategy simulation + Reflection/quiz.	2 hrs
How did Flo Health revolutionise Femtech?	Pre-class: Flo Health story. In-class: Case analysis + Reflection/quiz.	2 hrs
How do strategy and design interdepend?	Pre-class: Articles + Videos. In-class: Theory discussion + Reflection/quiz.	2 hrs
How did Slack and Superhuman achieve growth?	Pre-class: Articles. In-class: Workshop with Gamethinking.ai + Reflection/quiz.	2 hrs
How did Apple's ecosystem boost loyalty?	Pre-class: HBS Case + Videos. In-class: Case analysis + Reflection/quiz.	2 hrs
How does Spotify enhance user engagement?	Pre-class: Articles + Podcast. In-class: Personalisation teardown + Reflection/quiz.	2 hrs
How did Headspace and Calm drive habit formation?	Pre-class: Case + Video. In-class: Indian app strategy workshop + Reflection/quiz.	2 hrs
How did Duolingo use gamification for growth?	Pre-class: Newsletter + Case + Video. In-class: App teardown + Reflection/quiz.	2 hrs
How does Strava leverage community?	Pre-class: Case + Videos. In-class: India strategy presentation + Reflection/quiz.	2 hrs
How did Instadeep build a B2B AI success?	Pre-class: Articles + Videos. In-class: Product team analysis + Reflection/quiz.	2 hrs

How to Understand Blockchain Technology & Digital Asset Innovation

COURSE DURATION:

12 Hours



Nitin Gaur

Leader. Strategist. Innovator. - FinTech and decentralized financing

 @nitin-gaur-75571a9

 Austin, Texas Metropolitan Area

Mr. Nitin Gaur is a Senior Advisor for Digital Assets at The Depository Trust & Clearing Corporation (DTCC), based in the Austin, Texas Metropolitan Area. A leader, strategist, and innovator in FinTech and decentralized financing, he designs enterprise infrastructures for Fortune 500 companies, guiding 450+ global resources and leading cross-functional teams to drive multimillion-dollar revenue growth.

With domain expertise in digital currency, central banks, RegTech, and DeFi, he has crafted digital assets regulatory frameworks. Holding an MBA in Finance and an MS in Management Information Systems from the University of Maryland Global Campus, Mr. Gaur excels in AI, ML, cloud, blockchain, and payment technologies. Author of Hands-On Blockchain with Hyperledger (2nd ed., 2020) and Blockchain for Business (2019), he holds 100+ patents and is an accomplished global speaker.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Online, Immersion</p>	<p>✦ Core Learning Outcome</p> <p>Understand the evolution of blockchain, digital assets, token economics, and their impact on financial systems and commerce.</p>
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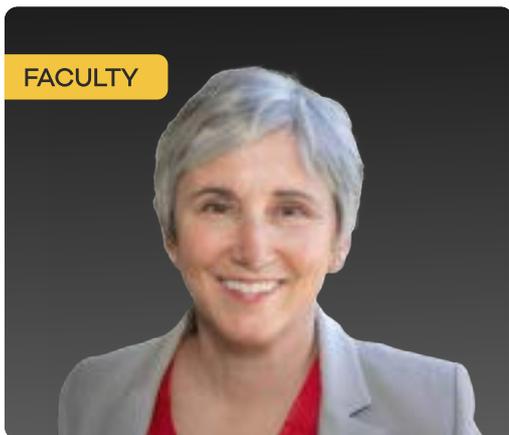
Blockchain Innovation for Financial Transformation

Micro Question	Input Pedagogy	Session Time
What is Blockchain and Digital Assets?	<p>Pre-class: Blockchain for Business by Nitin Gaur. In-class: Guiding Questions on economic power and regulation. Deliverable: Asset Ownership shifts. Resources: Cointelegraph, IBM links.</p>	2 hrs
Can blockchain disrupt finance?	<p>Pre-class: Blockchain by Nitin Gaur, Mougayar. In-class: Guiding Questions on industries and adoption. Discussion: TradeLens, We.Trade. Evaluation: 30% Idea, 30% Presentation, 20% Teamwork, 10% Skills, 10% Discretionary.</p>	2 hrs
How does technology drive token revolution?	<p>Pre-class: Hands-On Blockchain, Lewis. In-class: Guiding Questions on incentives and ownership. Discussion: Bitcoin Whitepaper.</p>	2 hrs
What role do CBDCs play in payments?	<p>Pre-class: Gaur Chapter, BIS, ECB Reports. In-class: Guiding Questions on integration and efficiency. Discussion: Project Guardian, Hamilton.</p>	2 hrs
How do non-traditional assets affect monetisation?	<p>Pre-class: The Token Economy, De Filippi. In-class: Guiding Questions on risks and ownership. Discussion: Ethereum Merge, Terra/Luna.</p>	2 hrs
How does regulation impact blockchain?	<p>Pre-class: Regulating Blockchain, Finck, World Bank. In-class: Guiding Questions on compliance and crime. Discussion: FTX.</p>	2 hrs

How to Master Business Communication for Professional Success Today

🕒 COURSE DURATION:

10 Hours



Rachel Konrad

Consultant, Teacher, Student of the World.

 @rachelkonrad

 San Francisco Bay Area

Ms. Rachel Konrad is a consultant and lecturer based in the San Francisco Bay Area, teaching communication skills to emerging business leaders at Stanford Graduate School of Business and other institutions. With a rich background in communications, she managed reputation for Elon Musk and Tesla from near-insolvency to the Model S launch and IPO, and later boosted Impossible Foods' brand awareness from 0% to 56% in four years without traditional marketing.

Holding a Bachelor's degree in History and Journalism with honours from Northwestern University and a fellowship from Johns Hopkins SAIS, she has served on boards for innovative companies like Next Gen Foods and Shiru, and non-profit Earth League International. Her 20+ years of experience span crisis communications, venture capital, and teaching, inspiring optimism through entrepreneurial engagement.

<p>✦ Target Cohort</p> <p>Junior Level, Mid-level, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Online</p>	<p>✦ Core Learning Outcome</p> <p>Master verbal and written communication, personal branding, cold outreach, and crisis management for business advantage.</p>
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Art of Effective Business Communication

Micro Question	Input Pedagogy	Session Time
What are the unwritten rules of great writing and how can AI enhance it?	<p>Pre-reading: Backlinko on AI writing, Upwork on AI assistance, UPenn on personal branding.</p> <p>In-class: Live GPT-based rewrite challenge, reflection on authentic AI use, avoid jargon.</p> <p>Hands-on: Rewrite dense content, summarise reports, craft LinkedIn "about".</p>	2 hrs
How can cold outreach emails boost response rates?	<p>Pre-reading: TechRadar on email response tips.</p> <p>In-class: Recap soft assignment, discuss tips.</p> <p>Hands-on: Write 250-word cold outreach.</p>	2 hrs
How can a unique POV be developed and communicated?	<p>Pre-reading: Scientific American on viral content.</p> <p>In-class: Discuss POV, analyse examples.</p> <p>Hands-on: Write 250-word email pitch for podcast/panel.</p>	2 hrs
How should crises be managed to protect reputation?	<p>Pre-reading: American Press Institute on crisis handling.</p> <p>In-class: Live hostile media simulation.</p> <p>Hands-on: Assignment as comms head for drone crisis in Delhi.</p>	2 hrs
How can feedback enhance leadership and growth?	<p>Pre-listening: TBD.</p> <p>In-class: Discuss frameworks, analyse cases.</p> <p>Hands-on: Write 100-word self-evaluation.</p>	2 hrs

How to Identify and Manage Business Risks for Success

🕒 COURSE DURATION:

10 Hours



Mr. Rajat Baijal

Director - Global Wealth Management Risk at CITI

 @rajatbaijal

 New York, New York, United States

Mr. Rajat Baijal is the Director of Global Wealth Management Risk at Citi, based in New York, New York, with over 20 years of experience designing and implementing risk management frameworks. A seasoned leader in global banking and investment firms, he holds an MBA in Finance & Strategy from the University of Glasgow and a Bachelor's in Electronics Engineering from the University of Mumbai.

Currently an Adjunct Professor in Columbia University's M.S. in Enterprise Risk Management program, Mr. Baijal excels in board engagement, regulatory exams, and mentoring teams. His expertise includes regulatory capital management and GRC tool implementation, with recent roles at M&T Bank and The Clearing House enhancing his strategic risk oversight.

<p>✦ Target Cohort</p> <p>Mid-level, Senior Management, Leadership</p>	<p>✦ Delivery Format</p> <p>Classroom, Online</p>	<p>✦ Core Learning Outcome</p> <p>Learn to identify, assess, measure, and manage material risks for effective entrepreneurial and organisational success.</p>
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Managing Business Risks and Opportunities

Micro Question	Input Pedagogy	Session Time
What is risk management and its key types?	<p>Hands-on: Individual quiz.</p> <p>Teaching: Hands-on exercises, class assignments.</p> <p>Case Study: Silicon Valley Bank, 2008 Crisis.</p>	3 hrs
How do risk management tools help in practice?	<p>Hands-on: Group activity (scenario: new product launch).</p> <p>Teaching: Hands-on exercises, group assignments, real-life examples.</p>	3 hrs
What are current and emerging risks?	<p>Teaching: Hands-on exercises, class assignments, real-life examples, case studies, summary of key topics.</p>	2 hrs
How to assess and present risk scenarios?	<p>Hands-on: Group presentation.</p>	2 hrs

A Message from Our Leadership



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In a world of constant disruption, the most valuable corporate asset is a workforce that is agile, adaptable, and always learning. Continuous upskilling is the new imperative for sustained business success.

Manoj Kohli
Chairman, Board of Governors, Masters' Union
Former Country Head, SoftBank

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“

Leadership today demands fostering innovation and embracing change. At Masters' Union, we empower leaders to cultivate this agility, driving transformative success.

Mr. Vivek Gambhir
Member, Board of Governors, Masters' Union
Former CEO of the boAt Lifestyle

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A circular portrait of Mr. Vivek Gambhir, a middle-aged man with short grey hair and glasses, wearing a dark blazer over a light-colored shirt.

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True leadership is forged in the crucible of real-world challenges. Our programmes are designed to equip professionals with the practical skills and strategic foresight needed to navigate complex business landscapes and drive a meaningful impact

Rajat Mathur
Practitioner in Residence, Masters' Union
Former Managing Director, Morgan Stanley

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At Masters' Union, we are not just building a business school; we are reimagining education from the ground up, focusing on practical, industry-integrated learning that prepares leaders for the future.

Pratham Mittal

Founder, Masters' Union & TETR

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Our goal is to bridge the gap between academic theory and real-world application. We design our enterprise programmes to be immediately applicable, ensuring that every professional who walks out of our classrooms can drive tangible business results from day one.

Nikhil Mittal

Managing Director, Masters' Union

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Let us Co-Create a Programme together?

Partner with Masters' Union to design bespoke learning solutions that drive real business impact for your organisation. Our team of experts, including Manoj Kohli (Chairman), Pratham Mittal (Founder), Rajat Mathur, Rajiv Gupta and Nikhil Mittal, are ready to collaborate with you to craft programmes that address your most pressing talent development needs.

Connect with our team:



Tower C, DLF Cyber Park, Phase II,
Sector 20, Gurgaon, Haryana - 122008



enterprisesolutions@mastersunion.org