



# IIM LUCKNOW EXECUTIVE PROGRAMME IN STRATEGIC FINANCE – FOR EMERGING CFOs AND FP&A LEADERS

Gain a Holistic View on Strategic Finance Leadership  
in the Progressive Era!

**BE AN IIM LUCKNOW EXECUTIVE ALUMNI**



9 months



Live Online Classes on Weekends

Cohort 07

# WHY

## Strategic Finance - For Emerging CFOs & FP&A Leaders?

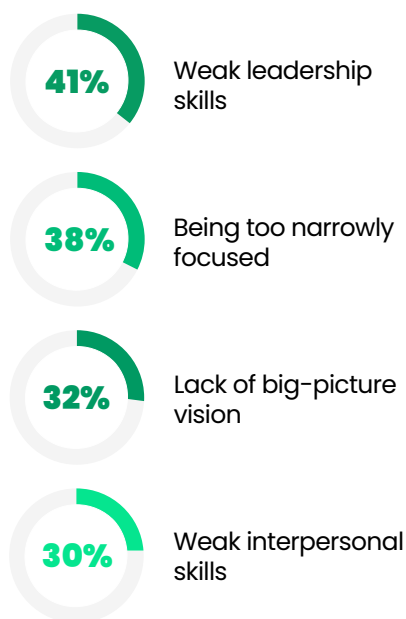


The role of the CFO has been ever evolving over the past few years of unprecedented change. In the face of rapidly changing global market trends in technology, whether it's through massive disruption or unprecedented growth, the prime concern of CFOs is to protect the financial viability of the enterprise. CFOs are expected to be more strategic decision makers in the business, take a forward-looking approach when thinking about data, talent, and technology for the finance function, according to experts from AICPA, Deloitte, and Workday.

CFOs are widening their responsibility in strategic areas that are receiving increasingly more attention, including from boards of directors. Finance has moved from looking at the rear-view mirror to driving growth. Not only are they doing the traditional CFO job, they're assessing cyber security risks, managing system and data integration, filling talent needs and evaluating new technologies like Blockchain and AI.

**But are CFOs ready? Do they have the necessary skills to meet the new requirements for the role?**

### Top concerns of CEOs regarding CFO skillset



### The Changing Role of the CFO

**From technical and fiduciary expertise with a narrow financial focus ...**

Minimum requirements:

- ▶ Management reporting
- ▶ Controllanship and compliance
- ▶ Investor relations

**... To a business partner with strategic and operational focus, leading a low cost Finance organization**

- ▶ Using financial data to challenge the business and contribute to operational decision making
- ▶ A catalyst for driving business transformation
- ▶ Link strategic objectives with the financial goal of the business

Source: Boyden Global Executive Search

# Be The Most Desired CFO of Tomorrow

The CFO of tomorrow is not the CFO of today. Once, the CFO was the company's bookkeeper and accountant; primarily concerned with controlling costs. Now, the CFO's role and responsibilities are growing. As the company boards turn to CFOs to help navigate a course to success, CFOs are taking their place at the strategic heart of the business.

The CFO of tomorrow is a brave, digital-first, strategic advisor focused on innovative ways of moving the business forward.

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## Leading Mindset

Has a millennial mindset - innovative, technology driven, and explores a broader view of the business

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## Holistic Vision

Uses data to see bigger picture, break down organisational silos & drives teamwork

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## Data Knowledge Equipped

Analyses huge volumes of data from IoT technology to strategize the steps forward

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## Value Driven

Brings together the financial, functional and technical components of the business to add maximum value for the board

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## Technology Oriented

Operates the next generation of cutting-edge cloud solutions - not just crunching numbers

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## Emotionally Intelligent

Is at the strategic heart of the business, strategically leading teams towards company goals

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## Transformation Mindset

Enables digital business transformation and extracts maximum value from operations

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## Collaborative

A Jack of all Trades who works with different departments driving growth of the company

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## Takes Ownership

Helps the business gain a foothold in a turbulence, slow-growth market populated by new digital disrupters

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## Dynamic

Operates at a fast pace to help the business react quickly to unexpected changes in the market

# About the Programme



The executive program in strategic finance offers a career-changing CFO training experience to enhance the “next generation’s” ability to become a successful Chief Financial Officer. The program aims to elevate the CFO role to one of a “value integrator,” a term coined by IBM in its Global CEO Study to describe the best-performing CFOs, offering a strategic toolbox that helps become a better advisor to and decision maker for your company.

Introducing the strategic aspect of taking financial decisions and leading teams, this 9 month program is full of extensive learning facilitated by a pedagogy that has the right mix of live lectures, self-paced lectures, and videos, reading material such as eBooks. The program shall help you enhance your ability to forecast, measure, and monitor business performance; manage risk; and generate predictive insights.



# Programme Highlights



## **IIML Certification & Exec Alumni**

Eligible for the prestigious IIM Lucknow Executive Alumni Status



## **Peer Learning & Networking**

Interact and build connections with top finance experts



## **New Age Curriculum**

Developed by key faculty at IIML & industry experts



## **Career Growth**

Experience LIVE online learning without taking a career break



## **Masterclasses by Industry Experts**

Sessions by expert IIM faculty and industry practitioners



## **Campus Immersion**

2 days of immersion and valediction at IIM Lucknow campus

# Programme Objectives

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Build skills to evolve into the future CFO role in a highly disruptive and digital economy focused business



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Help executives to navigate through the Digital Transformation with understanding of larger context



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Appreciate the multifaceted nature of CFO responsibilities that require the knowledge of finance, strategy, leadership, economics, and communication for success



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Develop capabilities beyond the traditional accounting and controllership functions enabling participants to act as a business enabler to CEO



# WHO is this programme for?

## Eligibility & Selection

- ▶ Recommended 5 years of experience at the time of joining the course
- ▶ Graduation/ Post Graduation or equivalent professional qualification including but not limited to CA/CS/CFA/CPA with 50% (preferred) score

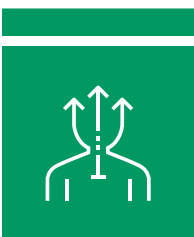
*Note: Selection Criteria shall be based on candidate's background and experience*



**New CFOs** who actively involved in partnering with business teams to create scalable competitive edge in business strategies



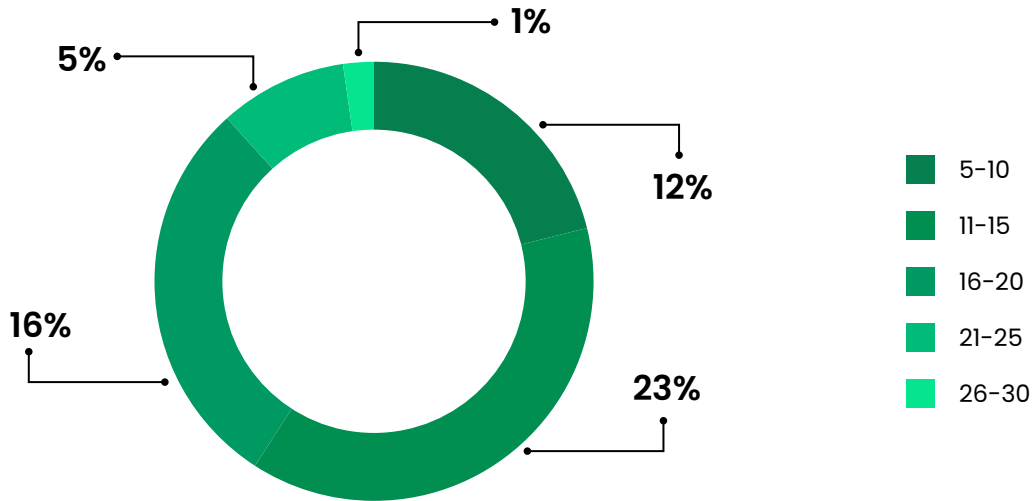
**Evolving CFOs and Financial Leaders** who play a key role in making major financial decisions and strategies in their organizations



**Senior Executives** in Finance function with Strategic Responsibilities, who aspire to take financial leadership role in future

# Past Participant Profiles

## Experience Range:



## Designations:



## Companies:





# Programme Modules

## Module 1:

### The Emerging CFO Role

- Changing landscape of CFO Responsibilities
- The Digitally Enabled Business & Tech Landscape

## Module 3:

### Importance of Business Environment

- Dynamic Economic & Business Environment
- Competing on Price in Oligopolistic & Competitive Markets—Strategies to Fight Low Cost Rivals
- Understanding Macroeconomy
- Monetary, Fiscal & Exchange Rate policy

## Module 5:

### Strategic Thinking & Financial Leadership

- Introduction to Strategy
- Strategic Choices & Value Creation
- Business Models
- Leading Legacy Organizations with New Business Models

## Module 7:

### Mergers & Acquisitions

- Principles of Merger & Acquisition
- M&A process, Due Diligence & Valuation
- Regulatory Aspects, Deal Structuring
- Masterclass: Managing Complex Mergers

## Module 2:

### Capital Budgeting, Technology & Information

- Cost of Capital
- Investment Criteria for Capital Budgeting-I
- Investment Criteria for Capital Budgeting-II
- Advanced concepts in capital budgeting
- Data Driven Financial Decision-Making

## Module 4:

### Valuing Businesses

- Principles of Business Valuation
- AFSA –Advanced Financial Statement Analysis-I
- AFSA –Advanced Financial Statement Analysis-II
- Valuing Digital Business Models
- Case Studies in Valuation
- Valuation of Start-Ups
- Restructuring Initiatives

## Module 6:

### Business Models & Impacts

- Customer Orientation & Lifetime Value
- Platform Economy
- Business & Product Model Innovation
- Driving Business Case of Tech Driven Operating Models

# Programme Modules

## Module 9: Risk Management

- Credit, Market & Operational Risk Management
- Asset & Liability Management
- Information & Cyber Security

## Module 11: Fintech & Tech Driven Financial Services

- Fintech Landscape & Fintech for Investments
- Emerging Technologies: AI & Blockchain
- Digital Payments & Remittances
- Strategic Management of Digital Financial Services
- Leading Digital Transformation - How CFO can lead this

## Module 13: CFO & Corporate Governance

- Good Governance Practices
- Earnings Management & Investor interfacing
- Role of Board & Audit Committee, Engaging the Board
- Regulation & Supervision in Digital Businesses

## Module 8: Treasury Management

- Introduction to Treasury Management
- Fixed Income Securities
- Derivative Securities
- Cross Currency Exposure

## Module 10: Strategic Thinking & Financial Leadership 2

- Leading Growth & Innovation Through Uncertainty
- Masterclass: Leading StartUps in Growth Phase
- Creativity for Leadership

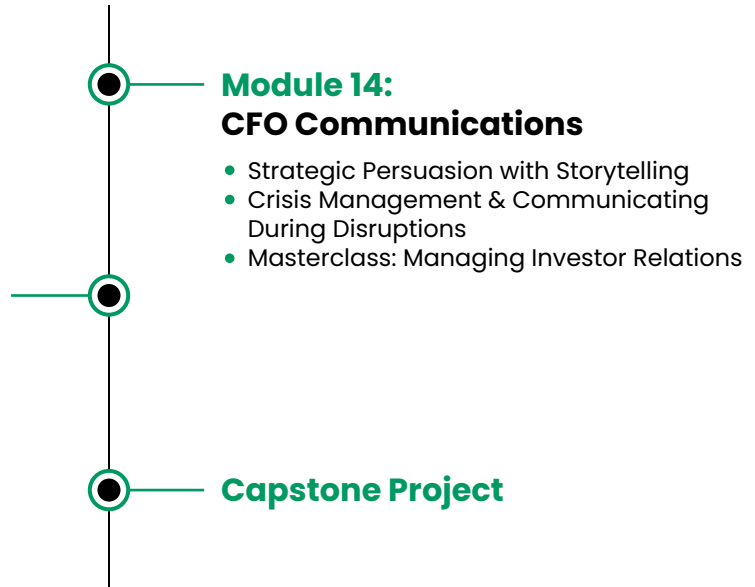
## Module 12: Leadership & Talent Management

- Leadership Module - 1
- Leadership Module - 2

# Programme Modules

## Module 15: Ethics & Responsibility

- Ethical Dilemmas
- Sustainable Investing & Data Privacy - 1
- Sustainable Investing & Data Privacy - 2



**Note:**

Modules are subject to change based on IIM Lucknow's discretion, students will be informed of the final curriculum during orientation.

Live Video recordings may be selectively available as per IIM Lucknow's discretion. The LMS access does not imply access to all recordings for all live classes.

# Learning Experience



100% Live online classes by IIM Lucknow faculty & industry practitioners



Cutting-edge curriculum co-developed by IIM Lucknow & Senior Finance Professionals



Certificate from IIM Lucknow  
The coveted IIML Executive Alumni Status\*

Masterclasses by top CFOs & Finance Leaders



Practical and application oriented approach with case studies & course work



2 days of immersion & valediction at IIM Lucknow Campus



# HOW

## does Action Learning Methodology work?

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**01**

In teams, get assigned a real-world business problem

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**02**

Solve the real-world business problem while building your concepts

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**03**

Work on the project throughout the course, use the learnings in your business context

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**04**

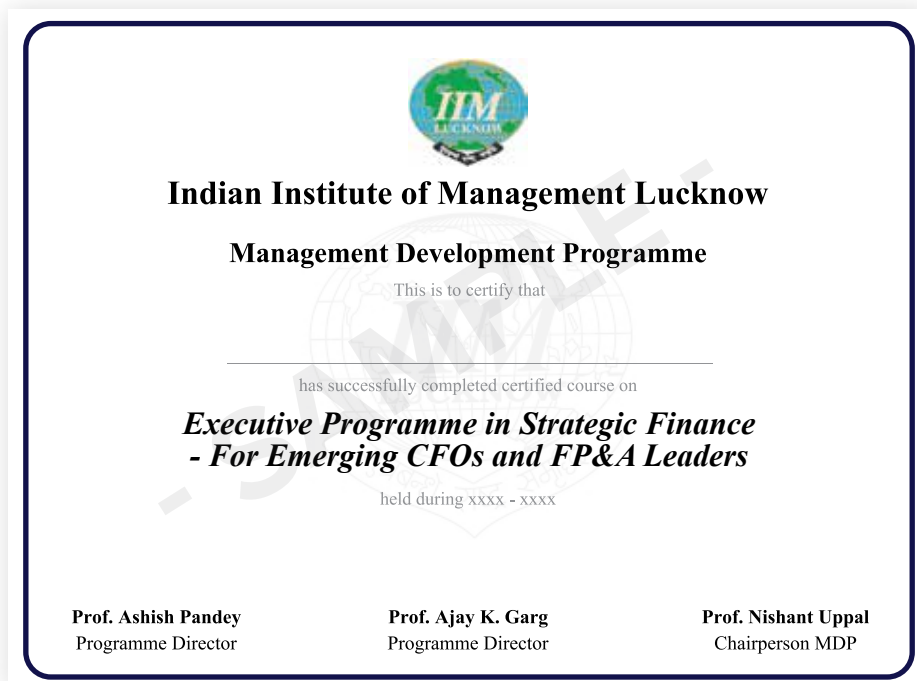
Work closely with your team and a faculty as your project mentor

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**05**

Present your solution to a panel

# Programme Completion



## Executive Alumni Status (Optional)

- One-time registration fee of INR 10,000 + GST

## Benefits available to Executive Education Alumni

- Executive Alumni Status of the Indian Institute of Management Lucknow
- Lifelong access to a network of distinguished IIM Lucknow Executive Alumni
- Access to the IIM Lucknow Campus Library (onsite access)
- 10% discount on the fee for any additional programme (Open program, Online) at IIM Lucknow
- 10% group discount on the fee for reference of participants

Attendance of 75% or above and attaining COPM of 50% or above is mandatory to earn the **Certificate of Successful Completion.**

Candidates who do not fulfill these criteria and have at least 40% attendance will be eligible to receive a **Certificate of Participation.** No certificate will be issued to those who do not fulfill the above criteria.

# Programme Directors



## **Dr. Ashish Pandey**

**Assistant Professor, Finance & Accounting  
at IIM Lucknow**

Prof. Ashish Pandey has significant experience in managing public and private companies in the residential real estate, asset management, and financial services sector. He has held various leadership roles. Most recently, he served as a Chief Executive Officer of an NYSE-listed REIT with a market capitalization in excess of USD One billion. He was listed by Forbes in 'America's Most Powerful CEO under 40' list in the year 2014.



## **Dr. Ajay K. Garg**

**Professor, Finance & Accounting  
at IIM Lucknow**

Dr. Garg joined IIM Lucknow in July 2007. He had done FPM (Finance & Control) from IIM Bangalore. Professor Garg specializes in teaching Corporate Finance, Financial Reporting & Analysis and Corporate Valuation & Restructuring. He has won the Award for Best PGP Finance Elective at IIM Lucknow for last 3 academic years.

# Programme Architect



## **Jatin Khanna**

**Head - Corporate Development, Raymond Group Of Companies**  
**ISB | CA | CFO**

Jatin Khanna is a qualified CA and an ISB Alumni with over 20 years of experience in finance. He has extensive industry knowledge of the finance function, having served as the Chief Financial Officer (CFO) for the Max Group. He has contributed significantly to the strategic and operational growth of businesses and has handled Financial & Management Reporting, Shared Services, IT, and Travel services. He has also worked with HCL Infosystems prior to Max.



## **Shikha Bagai**

**Managing Director - India and Mauritius at Vistra Group**  
**ISB | CA | CFO**

Shikha Bagai is the Managing Director of India & Mauritius at the Vistra Group. She is a qualified CA, CFA - Level 1 and an ISB Alumni with extensive experience in finance. Prior to joining the Vistra Group, Shikha served as the Chief Financial Officer (CFO) of Aditya Birla Health Insurance and IL&SF Security Services.



# Professors of Practise



**Varun Jain**

CEO & Co-founder  
at Miles Education



**Sasanka Panda**

CTO of Capita, Member of  
the Board of Advisors  
at Intelligent Automation + AI,  
Data & Analytics Network



**Shrinivas Shikaripurkar**

Member  
(CII Sustainability Panel)



**Praveen Sathyadev**

Head, EU/UK Business, Data to AI Hacker,  
Digital, Data, Analytics, AI/ML, Global



**Sunil Sangra**

Democratizing Design  
Thinking & Innovation

# Programme Details

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<b>Program Start Date</b>	27th July 2024
<b>Duration</b>	9 months   185 hours
<b>Fees</b>	INR 2,75,000 + GST*
<b>Schedule</b>	2:30 PM to 5:45 PM - Saturday & 10:00 AM to 1:00 PM - Sunday
<b>Campus Immersion</b>	2 days of immersion and valediction
<b>Learning Mode</b>	LIVE virtual classes & Campus Immersion

*\*Program Fee includes Campus Immersion fee  
& does not include Alumni fee*

# Admission Process



## **Counseling with a Programme Advisor**

Speak to our programme advisor to know if you are the right fit for the programme and understand the learning benefits.

# 01



## **Submit Application Form & Documents**

You need to fill up the application form & submit your educational, professional experience documents & one ID proof, along with a statement of purpose.

# 02



## **Candidature approval by IIM Lucknow & Fee Payment Procedure**

IIM Lucknow will further evaluate your application. On receiving the candidature approval & confirmation, our programme advisor will guide you on the payment procedures.

# 03

# About IIM Lucknow



The Indian Institute of Management (IIM) Lucknow, is one of the premier national level institutes of management in India, involved in generating and imparting knowledge in the field of management.

IIM Lucknow stands tall on the foundation of an excellent, committed and profoundly knowledgeable faculty, innovative pedagogical tools, as well as an eclectic and diverse student community that has a burning desire to make new paths of its own.

The Association of MBAs (AMBA) has accorded accreditation to the Institute's PGPM, IPMX, and WMP programmes.

IIM Lucknow is amongst the five B-Schools in India to achieve the coveted dual accreditations. World over, only about 5% of the institutes have acquired AACSB's accreditation.



Best Management  
Colleges  
Ranking 2021

# About Miles Education



Miles Education is one of India's fastest growing higher edtech companies. Miles' mission is to up-skill students and professionals to help them be future-ready and enable their career progression. Miles offers industry recognized certifications in finance and accounting, business analytics, branding and advertising, digital science, data engineering and cybersecurity. Led by Harvard, Stanford and ISB alumni and a team strength of 600+, Miles operates from 20+ cities across India, Middle East and USA.



Miles operates across 4 key verticles: Professional Education, Academia, Talent Solutions and Learners' Community.



# Be a future-ready CFO as you earn the IIML Alumni Status

**BOOK YOUR SEATS NOW!**

## Get in Touch:

  +91 6366232137

 [ranjitha.n@mileseducation.com](mailto:ranjitha.n@mileseducation.com)

