

STRATEGIC THINKING

MAKING WISER DECISIONS



V N BHATTACHARYA

MANAGEMENT DEVELOPMENT PROGRAMME BY V N BHATTACHARYA



Bangalore: 23 & 24 July 2010

Mumbai: 6 & 7 August 2010



V.N. Bhattacharya

Programme Director

Mr. V. N. Bhattacharya is a renowned consultant on business and corporate strategy. He helps firms to grow rapidly, steadily and profitably. He coaches senior managers, entrepreneurs and start-ups. Deeply involved with executive development, he conducts open and custom management development programmes for senior managers. Among his many successful Indian and MNC clients are Airtel, Asian Paints, Carborundum Universal, Hitachi Japan, Honeywell, IBM, 3i Infotech, and Wipro.

VN is a seasoned business leader with a rare breadth of perspective and world view. During thirty-five years of experience in diverse industries in India and abroad, he built strong alliances with world majors like NEC, Scientific Atlanta, Mannesman, and Carl Schenck. He turned around loss-making businesses, revitalised old ones and created new streams of revenue.

An alumnus of Indian Institute of Technology (IIT) Kanpur and Indian Institute of Management (IIM) Calcutta, he blends rich experience with strong academic credentials. He teaches Strategic Thinking, and Game Theory in IIM Ahmedabad and IIM Bangalore. He has published a number of articles on strategy in newspapers and journals such as The Economic Times, The American Journal of Business and the Journal of Indian Business Research.

VN is an avid trekker. He heads for the Himalayas every year besides going on short hikes in the Nilgiris and Western Ghats. He plays golf and tennis, reads widely, is fascinated by astrophysics, and enjoys English fiction. He lives in Bangalore with his wife and two dogs.

“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein

There is more information on him, his work and interests on his website
www.vnbhattacharya.com



What his clients say

"We found your contribution as a business strategy consultant immensely useful. Your inputs with regard to strategic mapping, looking at the big picture and creating new streams of revenue for the firm are deeply appreciated."

Vijay Kumar H.P
Director, Advanced
Fiber Systems Pvt. Ltd.

"The fine interplay between theoretical models and our business (has) given us a framework for creating strategy and a basis for continually improving on how we create and implement strategies."

Hari Padmanabhan
Dy. Managing Director,
3i Infotech Ltd.

"V.N. provoked us to think beyond the obvious, beyond the clichéd. He challenged our hackneyed thought processes and compelled us to think of new innovative ideas without ever attempting to provide simplistic solutions."

Aparna Mitra
Regional Sales
Manager (S),
Standard Chartered
Bank.

"The importance of bringing rigorous discipline into thinking came thro' very clearly. Hugely beneficial."

Ram Bajekal
Former Director &
CEO,
Parry Agro Industries
Ltd., Chennai.

More testimonials at
http://vnbhattacharya.com/what_people_say.html



"The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honours the servant and has forgotten the gift."

Albert Einstein

Event overview

Strategic decisions ought to be outcomes of careful thought. Very often they are not, even though we are equipped with the fastest and most sophisticated computer on the Planet.

The human brain has awesome capabilities and serious limitations at the same time. That is why our best attempts at thinking sometimes fall short and we make grievous errors of judgement. How good a decision is depends on how well we think. It is imperative, therefore, that we understand how we think and sharpen our decision making ability.

Game Theory, Cognitive Psychology and Behavioural Economics are the anchors of this programme. Concepts of Game Theory used judiciously, can greatly aid and improve rational thinking. Principles of cognitive psychology and behavioural economics teach us how to leverage the non-rational mind and overcome the natural biases it causes. The workshop will also explore how organisations can embed strategic thinking among individuals and teams.

Programme content

This programme has been designed to help senior managers think like brilliant strategists.

Introduction

How we think and make strategic decisions. First steps towards strategic thinking – analysis and search for abstract solutions.

Rational decision making

- Introduction to Game Theory. Simultaneous and sequential games. Lessons from Prisoners' dilemma.
- Nash Equilibrium and its message for strategists. Implications for competitive advantage, pricing, promotions, etc.
- Changing the game and creating advantage by the use of strategic moves.
- Concept of Added Value. How to use it in creating customer preference.

The non-rational mind

- Bounded rationality, what is it and why our rationality is limited.
- Heuristic as a natural thinking process. Its advantages and limitations.
- Judgement under risk and uncertainty. Framing and its effects.
- Cognitive bias, its causes and effect on decisions.
- Assumptions and analogies: what to do and how not to use them.

Better decisions

- De-biasing strategies for individuals and teams.
- Leveraging intuition to make sound judgements and decisions.
- Embedding strategic thinking in teams and organisations.

“Organizational effectiveness does not lie in that narrow minded concept called rationality. It lies in the blend of clearheaded logic and powerful intuition.”

Henry Mintzberg,
Cleghorn Professor of
Management Studies,
McGill University

What's special about this programme?

Mr. Bhattacharya will draw on his extensive consulting experience and the work of Nobel laureates Oskar Morgenstern, John von Neuman, John Nash, Herbert Simon and Daniel Kahneman. He will facilitate participants to expand their mental horizons in dramatic ways. They will:

- Learn to frame problems and issues objectively and smartly. Solutions are often hidden in problems.
- Anticipate actions of other players before choosing their own strategy.
- Determine when to compete and when to collaborate. All too often we see situations in win-lose terms.
- Understand how to uncover assumptions and make analogical thinking sharper.
- Make better judgements under uncertainty and risk.
- Become aware of biases, learn to identify and overcome them.



Programme Schedule

	Bangalore	Mumbai
Date	23 & 24 July 2010	6 & 7 August 2010
Day	Friday & Saturday	Friday & Saturday
Venue	The Taj West End Race Course Road Bangalore - 560 001	Four Seasons Hotel Mumbai, 114, Dr E. Moses Road, Worli, Mumbai - 400018
Early Bird	Friday, 9 July 2010	Friday, 23 July 2010
Registration Closes	Tuesday, 20 July 2010	Tuesday, 03 August 2010

Format and methodology

The mix of lectures, exercises and cases will present familiar and uncommon situations. Each hour will pose questions and challenges that will shape up as exploration of ideas. Participants will work individually and in groups to find optimal solutions using theoretical concepts, toolkits, insight and intuition.

“Wisdom is not a product of schooling but of the life-long attempt to acquire it.”

Albert Einstein





“This is as true in everyday life as it is in battle: we are given one life and the decision is ours whether to wait for circumstances to make up our mind, or whether to act, and in acting, to live.”

General Omar Bradley

Who should attend?

This programme is for men and women who are responsible for setting and achieving long-term goals. They are required to make decisions on issues that are fraught with risk and uncertainty. Rarely are there right, wrong or definitive answers. They have to trust their gut and reach decisions amid doubt and uncertainty. Such people are usually...

- Directors, CEOs, Vice Presidents, General Managers and senior managers with experience of 15 years or more.
- Entrepreneurs and owners of small and medium sized businesses.

This one of a kind programme is for seasoned people who wish to balance intuition and rationality to make sound judgements and informed choices. It will not lift the fog; it will provide the instruments to navigate in it.

Fee & Registration

Programme fee is payable in advance by electronic transfer, demand draft, or cheque payable at par in Bangalore in favour of Mr. V N Bhattacharya.

The per person fee for the two-day programme is **Rs.48,500.00** inclusive of 10.3% service tax.

Early Bird fee received before due dates is **Rs. 45,000.00** inclusive of 10.3% service tax. Early Bird participants will receive a complimentary copy of the highly acclaimed book **Thinking Strategically** by Avinash Dixit (Prof. of Economics, Princeton University) and Barry Nalebluff (Prof. of Economics and Management, Yale School)

Early Bird dates

Bangalore:

Friday, 9 July 2010

Mumbai:

Friday, 23 July 2010.

Registration may be cancelled with full refund only up to seven days before the workshop if conveyed in writing. If unable to give as much notice another person may be deputed to attend.

For information, contact:

Bandana on +91-80 2539 2300 / 3057 2300

E-mail: bandana@vnbhattacharya.com

Online resources:

Brochure:

<http://www.vnbhattacharya.com/strategic-thinking-2010.pdf>

Registration Form:

<http://www.vnbhattacharya.com/regform-2010.doc>

Online registration:

<http://www.vnbhattacharya.com/register-online-2010.html>

Registration Form

Please print, fill and courier this form with payment to the Programme Director.

Or, go to <http://www.vnbhattacharya.com/regform-2010.doc> to download the registration form.

You can also register online at <http://www.vnbhattacharya.com/register-online-2010.html> and make payment separately quoting the name of your Company and number of participants.

Cheques should be drawn in favour of Mr. V.N. Bhattacharya and be payable on par in Bangalore.

We are pleased to nominate the following managers from our organisation. Registration fee is enclosed for

Rs. _____ (amount) for _____ (no.) persons by Demand

Draft/Cheque No. _____ dated _____ drawn on _____ (bank).

Strategic Thinking in BANGALORE

23 & 24 July 2010

Name: _____

Designation: _____

Address: _____

Tel: _____ (O)/ _____ (M)

Email (Required): _____

Name: _____

Designation: _____

Address: _____

Tel: _____ (O)/ _____ (M)

Email (Required): _____

Name: _____

Designation: _____

Address: _____

Tel: _____ (O)/ _____ (M)

Email (Required): _____

Strategic Thinking in MUMBAI

6 & 7 August 2010

Name: _____

Designation: _____

Address: _____

Tel: _____ (O)/ _____ (M)

Email (Required): _____

Name: _____

Designation: _____

Address: _____

Tel: _____ (O)/ _____ (M)

Email (Required): _____

Name: _____

Designation: _____

Address: _____

Tel: _____ (O)/ _____ (M)

Email (Required): _____

Signature _____

Company _____

Name & Designation _____

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“Truly successful decision
making relies on a
balance between
deliberate and instinctive
thinking.”

Malcolm Gladwell



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For more information visit: <http://www.vnbhattacharya.com>