



EXECUTIVE PROGRAMME ON STRATEGIC GOVERNMENT ENGAGEMENT

PROGRAMME OVERVIEW

Businesses today operate in a complex global and national policy environment straddling geographies, technologies and complex regulatory frameworks. Actively engaging with a diverse set of stakeholders including numerous government departments, regulators, civil society groups, media, etc and the public at large is increasingly important for securing business interests.

Takshashila's *Executive Programme on Strategic Government Engagement*, is designed to equip senior management professionals with a firm understanding of fundamental issues in corporate affairs, decision making in government, compliance and crisis management.

The programme also provides skills in analysing and shaping narratives in managing important stakeholders and in developing leadership for credible public advocacy and corporate strategy.

FACULTY

The faculty is drawn from Takshashila's global network of academic experts, practitioners and experienced professionals.

Nitin Pai

Director, The Takshashila Institution

Siddharth Raja

Founder Partner, Samvad Partners

Narayan Ramachandran

Former head, Morgan Stanley India

Mukul G Asher

Professorial Fellow, Lee Kuan Yew School of Public Policy, Singapore

V Anantha Nageswaran

Former global chief investment officer, Bank Julius Baer

Pavan Srinath

Head, Policy Research, The Takshashila Institution

Pranay Kotasthane

Research Fellow, The Takshashila Institution

METHODOLOGY

Executive Programme on Strategic Government Engagement is a 4 week long course held in Bangalore, with two classroom modules every Saturday and group exercises on the second and fourth Sundays.

The sessions will consist of a blended learning experience, comprising of interactive lectures, group exercises, participant presentations and discussions.

COURSE STRUCTURE

Each week will consist of two core modules, and overall 8 modules will be covered over 4 weeks.

1. Stakeholder analysis
2. Shaping and influencing the public narrative
3. Basic economic reasoning
4. Deconstructing Government
5. The executive-judiciary-admin relationship
6. Compliance
7. Ethics
8. Political risk analysis and crisis management

1. Stakeholder analysis

- 1.1 Identifying stakeholders
- 1.2 Developing a stakeholder map
- 1.3 Developing stakeholder management strategies

Mapping stakeholders and developing management strategies according to the interests and the power of each stakeholder. Multiple frameworks will be shared with the participants who will be asked to create sample stakeholder maps.

2. Shaping and influencing the public narrative

- 2.1 Understanding narratives
- 2.2 Narrative dynamics
- 2.3 Shaping a narrative that works for you

Public narratives and stories shape everyone's behaviour. From Tata Nano failing to be sufficiently aspirational to the idea of 'making' in India, public narratives go beyond PR & marketing in shaping the window of possible public outcomes. This module covers how to understand narratives and how to shape them to your advantage.



3. Basic economic reasoning

- 3.1 Economic cost, price and value
- 3.2 Thinking at the margin
- 3.3 Taxes, subsidies and incentives
- 3.4 Public finance

The fundamentals of economic reasoning needed for all corporate leaders.

4. Deconstructing government

- 4.1 The government and its various parts
- 4.2 How governments work
- 4.3. 8 things that governments do
- 4.4 Dealing with government functionaries

This module deconstructs the government from the monolith as it is commonly perceived, into its various parts. Each part of the government, be it administrative, political or regulatory, has differing roles, interests and capacities. The module provides frameworks to demystify governmental actions, and provides a typology to understand the myriad things governments do.

5. The executive-judiciary-administrative relationship

- 5.1 Division of power
- 5.2 The legal framework from law making to executive actions.
- 5.2 Understanding the bureaucracy and the administrative mechanisms
- 5.3 Appreciating the structure and workings of the judiciary across all levels

Lawmaking in India is a complex process, with the ministries, parliament, bureaucrats and the courts playing different and often conflicting roles. This module provides an understanding of the workings of rule-making and its interaction with the courts; and the impact of the latter on the former.

6. Compliance

- 6.1 Ignorance of the law is no excuse: understanding the range and depth of prescribed legal compliance
- 6.2 The reality of enforcement: appreciating the risks involved in "leakage" scenarios; a cost-benefit analysis and evaluating the limits of a less than 100% compliance regime
- 6.3 Anti-corruption laws and the international & local perspectives; their implementation and risks involved in robust compliance regimes

An important aspect for any modern business is to comply fully with the law of the land. This is especially difficult in India given that complying to one law may mean falling foul of a second. Compliance also comes with high costs. This module helps executives ask the right questions of their CAs and lawyers, and frame the need and the ambit of compliance better.

7. Ethics

- 7.1 Ethical reasoning for corporate-government engagement
- 7.2 Testing the limits of "ethical" behaviour - a risk-reward analysis; a 100% ethical company is not a figment of imagination
- 7.3 Ethics and corporate governance -- how an ethical organisation unlocks corporate value to its optimum thereby releasing tangible benefits for all its stakeholder

Running a business which is both legally compliant and ethically upright is not just an imperative, it is also realisable. This module aims to help people negotiate the delicate boundaries between ethical and unethical behaviour, appreciating its impact on different parts of ones business. Finally, the course will attempt to chart out how good ethical conduct is the foundation value for corporate governance and how those two facets of the same coin truly unlock corporate value for all of the entity's stakeholders.

8. Political Risk Analysis and Crisis management

- 8.1 Understanding uncertainties in policies and political regimes.
- 8.2 Managing the cost of policy uncertainty to doing business
- 8.3 Preparing for potential crisis situations
- 8.4 Active crisis management tools

The most competitive and innovative businesses in the world today often face large political risk, and can get embroiled in public crises and controversies. This module helps prepare for such eventualities, and provides options on how to better manage risks.



COURSE FEES & SCHEDULE

The fees for *Executive Programme on Strategic Government Engagement* are Rs. 50,000/- plus taxes per participant.

The course will take place in July 2015.

The last date to apply for the course is June 10, 2015.

People can apply by leaving a message on the Takshashila website [contact form](#), with the subject "Executive Programme on Strategic Government Engagement".

WHO SHOULD TAKE IT

Senior executives in strategy, business development, technology and regulatory relations.

Managers of industries that operate across territories, jurisdictions and challenging politico-economic environments.

Management consultants, compliance professionals, chartered accountants and lawyers.

Marketing, communications and PR professionals.

About Us

Inspiration

The ancient city of Takshashila was the site of perhaps the world's oldest public policy school. It was the intellectual fountainhead not only of Indian statecraft but indeed of all fields of human endeavour. The Takshashila Institution derives inspiration from that ancient seat of learning in its contemporary objective of building the intellectual foundations of a modern India with global interests.

Institution

The Takshashila Institution is an independent, non-partisan, non-profit organisation committed to increasing public awareness and education on strategic affairs, public policy and governance.

Initiatives

Policy Research - covering geopolitics, national security and governance.

Graduate Certificate in Public Policy
Takshashila's flagship 12 week long course has started the intake for its 10th consecutive batch. Its 200+ alumni are helping bridge India's governance gap.

Pragati - The Indian National Interest Review, is a monthly publication on strategic affairs, public policy and governance that gives voice to the objectives of Takshashila.

The Indian National Interest - one of India's best regarded independent online communities on public affairs, centred around blogs and twitter.

Contact

For further information, please leave a message via the Takshashila website:

<http://takshashila.org.in/contact/>

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