

Global Healthcare Leadership for CXOs

8 Months | Live Online Sessions (Twice a Week) | In-Campus Immersion

XLRI Executive Alumni Status

2

Double accredited
(AMBA and AACSB)





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#9

XLRI, Jamshedpur

NIRF 2024

Ranked #1 by IIRF, 2024 &
Outlook ICAR Ranking 2023



A great story of management

#75

Sorbonne, Paris

Times Higher Education World
University Rankings 2024

Programme Summary

Global Healthcare Leadership for CXOs



Institute Name
XLRI and Sorbonne



Programme Duration
8 Months



Cost
INR 5,80,000 + GST



Learning Mode
Live online lectures by XLRI and Sorbonne faculty and a 9-day campus immersion at XLRI



Weekly effort
Two weekly live sessions of two hours each on Thursdays and Saturdays



Faculty
XLRI and Sorbonne



Guest Faculty/ Industry Experts
Senior industry practitioners



Certificate
XLRI shall carry out the examination and evaluation required for certification. XLRI will directly award a certificate to participants who complete the programme successfully.



Alumni Status
XLRI Executive Education Alumni Status



Eligibility
Refer to the first FAQ*

Learning Experience

- **Live Sessions -**
Live interactive lectures by the XLRI and Sorbonne faculty
- **World-Class Faculty -**
Learn from the best faculty and industry practitioners
- **On-Campus Immersion -**
Nine days to learn and network with a diverse peer-group
- **Cohort-Based Learning -**
Networking & Community Interaction by using discussion boards
- **Business Simulations -**
Hands-on Group Projects and Simulations
- **Capstone Project -**
Apply your learnings, receive feedback, and present your findings

Frequently Asked Questions

What is the eligibility criteria for enrolling in this programme?

Graduate/Diploma Holder (10+2+3) or Postgraduate from a recognized University.

Minimum 15 years of work experience as on the programme start date.

Doctors, Owners of Clinics / Hospitals or Senior Executive like Directors at Hospitals/Healthcare Organizations with 10 years of work experience can also apply.

Are there any LIVE sessions with the institute faculty in this course?

Yes, LIVE sessions will be conducted by XLRI/ Sorbonne faculty every Thursday and Saturday for 2 hours each. Apart from this, there would be 9 days campus immersion at the XLRI campus where participants can learn, network, and interact with a diverse peer-group.

Who evaluates the assignments, projects and simulations for this programme?

The actual evaluation component is at the discretion of the XLRI faculty. So the evaluation of assignments, projects and simulations would be done by the XLRI faculty.

Who is the faculty for the LIVE Lectures?

LIVE lectures are conducted by the faculty of XLRI or Sorbonne, who have real-world experience in the domain.

Are the business simulations, if covered in this course taught by institute faculty?

Yes, in this course, there are business simulations and group projects guided by XLRI faculty.

Is there a qualifying mark/ grade to get the final certification in this course?

Participants will be awarded a completion certificate from XLRI on completing all evaluation components, including the capstone project and maintaining a minimum attendance of 75%.

Will Emeritus/ Institute help with placement services?

This programme is designed with some of the best faculty and to cover relevant topics in a manner that creates positive career outcomes. However, we do not offer any additional career/placement services with this programme.

What type of certificate will I receive?

Upon successful completion of the programme, you will receive a completion certificate from XLRI and Sorbonne.

How long will I have access to the learning materials?

Access to the recording of the live sessions will be made available to you until the completion of the programme. Access to the learning platform is restricted to registered participants as per the terms of agreement.

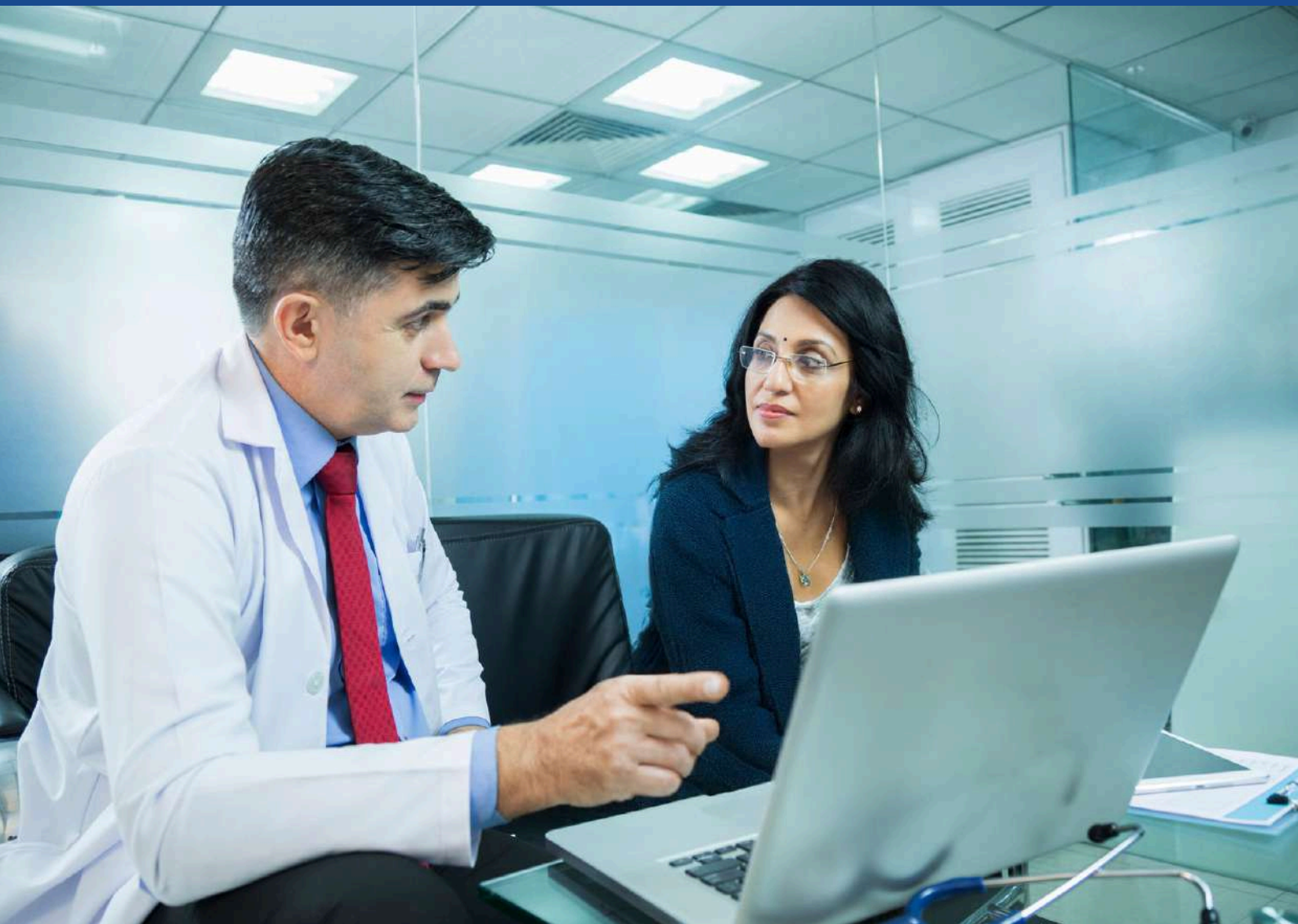
Programme Overview

Lead the future of healthcare

India's healthcare industry is rapidly evolving. Once valued at US\$110 billion in 2016, it's on track to soar to **US\$638 billion by 2025**. Employing over **7.5 million professionals**, this sector is experiencing unprecedented transformation. Public healthcare investment is rising, projected to reach **2.5% of GDP by 2025**. This growth is fuelled by technological innovations, a drive for accessible healthcare, and advancements in telemedicine, data analytics, and allied services. At the same time, new players and business models are intensifying competition.

Source: IBEF

In this shifting landscape, healthcare CXOs are tasked with navigating complexity and seizing emerging opportunities. Today's leaders must develop bold strategies, foster competitive advantages, deliver operational excellence, and drive digital transformation. Embracing technologies such as AI, building stakeholder trust, and leading with agility are key to thriving in this dynamic environment.





XLRI's Global Healthcare Leadership for CXOs programme equips leaders to meet these challenges head-on. Designed for senior and emerging executives, the programme offers deep insights into healthcare policy, financial management, quality improvement, and technology strategy. This high-impact programme, delivered via live online sessions from eminent XLRI faculty, will help healthcare professionals hone critical leadership skills, such as change management, culture stewardship, diversity, and boardroom dynamics. This programme empowers participants to drive transformation and lead the future of healthcare with strategic vision and influence. Participants will also gain a global perspective on key topics such as managing stakeholders, corporate governance and managing diversity, amongst others, through **live online sessions by globally renowned Sorbonne Business School faculty**.



Starts on
28 June 2025



Duration
8 months



Programme fee
INR 5,80,000 + GST

Programme Structure: Cutting-Edge Learning from Top B-Schools

Learn from a top B-school



- Live online lectures with XLRI faculty
- 9-day campus immersion (across two visits) for networking with peers
- In-depth modules on Global Healthcare Leadership for CXOs



Global learning from renowned faculty



- Live online lectures with Sorbonne Business School faculty
- A certificate of completion



9-day campus immersion



- Campus immersion at XLRI campus (two visits)
- Network and collaborate with peers, faculty and industry experts



**An opportunity for you to shape and lead healthcare's
next chapter in India**

Top reasons to enrol for the programme:

- 01** **Get the leadership edge** with a focus on strategy, competitiveness, finance, and growth.
- 02** **Get an experiential edge** with a blend of theory, real-world learning and campus immersion.
- 03** **Get the technological edge** with an emphasis on digital transformation and AI.



A great story of management

Get the global C-suite edge from Sorbonne Business School, Paris

Immerse yourself in a dynamic 24-hour programme designed to equip healthcare executives with essential skills for today's digital landscape. You'll master the art of crafting effective technology strategies and aligning digital transformation initiatives with organizational goals. Explore the intricacies of developing digital journeys within healthcare, and gain insights into digital business models that foster a competitive edge. This intensive experience empowers you to lead your organization confidently through the complexities of digital evolution.

About Sorbonne Business School

Established in 1253, the University of Paris—commonly known as the Sorbonne—has long been a beacon of academic excellence. As one of the world's most prestigious institutions, it has significantly influenced global intellectual, scientific and state developments, which shape the way we live Today. It has created and played a pivotal role in the establishment of the Doctorate degree (Ph.D) and it continues to uphold its legacy, fostering innovation and scholarly achievement.

The Sorbonne Business School was created in 1956 and provides high-level research, training and offers well-recognised degree-granting programs to Executives and young Professionals. The Sorbonne Business School's portfolio includes not only general business training for experienced profiles looking to gain business competences but also specialised Masters, and highly specialised continuous training programs.

Sorbonne Business School's very active research work enriches programs with innovative approaches providing students with the necessary skills and tools to respond to tomorrow's challenges.

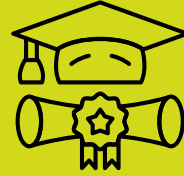
Sorbonne Business School is associated with the University of Paris 1 Pantheon-Sorbonne in order to deliver Internationally recognised degrees and share its humanistic values: equal opportunities and making success accessible to all.



Programme Highlights



100% live online lectures by eminent XLRI faculty



Gain XLRI Executive Alumni Status



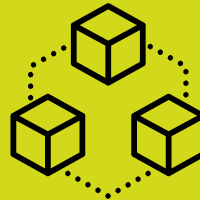
Learn live online from globally renowned Sorbonne Business School faculty



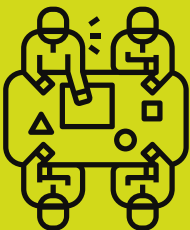
Capstone project guided by XLRI faculty



9-day campus immersion across two visits (XLRI campus)



Unique modules in vision building, technology strategy, and change and diversity



Experiential learning with real-world scenarios and site visits



Insights from a suite of learned industry experts, including executive coaching



Networking opportunity with seasoned peers across industries and regions



Hands-on business simulations for an in-depth learning experience

Who Is This Programme For?

- **Senior Healthcare Executives:** C-suite leaders and other Senior Executives currently holding top leadership positions within healthcare organisations.
- **Emerging Healthcare Leaders:** Directors, Vice Presidents, Senior Managers and mid-level professionals aspiring to transition into C-suite positions, seeking to enhance their leadership skills and strategic acumen.
- **Healthcare Innovators, Entrepreneurs and Academics:** Visionaries leading healthcare startups, contributing to the advancement of healthcare knowledge, introducing innovative products and disrupting traditional models with new approaches.
- **Consultants, Industry Advisors and Policy Makers:** Experts providing strategic consultations, regulatory and advisory services, including management consultants, healthcare advisors and policymakers shaping the landscape of healthcare policy.
- **Allied Healthcare Professionals:** Individuals from sectors like pharmaceuticals, medical devices, biotechnology and healthcare IT, seeking comprehensive leadership and management insights.



Key Takeaways

To help you evolve into a well-rounded, future-fit healthcare leader, our programme is designed with diverse learning outcomes, all mapped to five healthcare CXO capabilities:



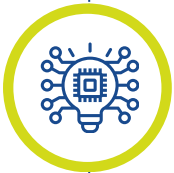
Strategy Mastery for Healthcare Leadership

Craft winning strategies that drive your organisation through a complex healthcare landscape. Gain mastery in market analysis and competitive positioning to lead your organisation through challenges and ensure long-term success.



Operational Excellence and Leading with Precision

Achieve peak efficiency by mastering operations and risk management. Navigate healthcare regulations, sharpen negotiation skills, and ensure flawless execution of daily operations while minimising risks.



Driving Healthcare Forward with Technology and Innovation

Leverage cutting-edge technology to fuel growth and innovation. Build a forward-thinking tech strategy, integrate AI for breakthrough advancements, and elevate both operational efficiency and overall healthcare aspects through digital transformation.



Transformational Leadership and Cultural Influence

Lead with purpose and influence. Cultivate leadership that drives change, fosters diversity and shapes organisational culture. Master boardroom dynamics and build trust with stakeholders to lead confidently in a fast-evolving healthcare landscape.



Governance Excellence and Stakeholder Empowerment

Command the boardroom and navigate governance with ease. Build strong relationships with stakeholders, and ensure compliance with healthcare regulations while fostering trust and leading with integrity.

The Sorbonne Global Advantage:



Get global perspectives
and insights from
experienced educators



Learn higher-order CXO
skills such as negotiation
and boardroom
dynamics



Earn a certificate
from a globally
renowned
B-School



Industry-Aligned Curriculum

We offer a comprehensive, immersive learning experience, empowering healthcare executives to lead confidently, innovate strategically and drive transformative change in the healthcare industry.

Pre-programme module*

Understanding Financial Data - What Do The Numbers Mean?

- Economic Significance of Financial Data
- Understanding the Content & Context of Financial Statements

Module 1

Principles & Tools for Effective Decision-Making

- Critical Thinking Techniques & Problem Identification
- Structured Approaches to Problem Solving
- Design Thinking Principles & Practice

Module 2

Crafting Organisational Vision, Mission and Overall Strategic Direction

- Industry Dynamics & External Environment Context
- Driving Organisational Culture Towards a Common Mission and Vision
- Crafting the Vision Statement
- Crafting the Mission Statement
- Challenges in Managing at Scale

Module 3

Managing Financial Performance and Value Drivers in Healthcare

- Evaluating Financial Performance
- Value Chain and Healthcare Value Drivers
- Financing, Valuation & Value Drivers in Healthcare

Module 4

Crafting Business Models and Business Stories

- Elements of Business Models
- Business Stories – Typology & Crafting
- Developing a Business Model Canvas

Module 5

Digital Transformation and Technology Strategy for Healthcare Organisations

- Crafting Technology Strategy
- Digital Transformation and Organisational Strategy Alignment
- Crafting the Digital Journey in Healthcare
- Digital Business Models & Managing Digital Competitive Advantage

Module 6

Managing Stakeholders, Leading ESG and Corporate Governance Initiatives

- Stakeholder Mapping, Analysis, and Management
- Alternative Views of Corporate Governance
- Driving Organisational Commitment Towards ESG

Module 7

Stewardship of Organisational Culture - Leading Change & Managing Diversity in Healthcare

- Change Management Frameworks & Tools
- Failures in Implementing Change Management
- Driving an Innovation-Oriented Mindset
- Promoting Diversity in Organisations

Module 8

Ethical Challenges in Healthcare

- Balancing Equity & Access to Healthcare
- Patient Privacy & Safety
- Value-Based Healthcare

Module 9

Board Structures and the Roles of Board Committees

- Designing Effective Boards
- Role of Independent Directors
- Succession Planning and the role of Nomination & Remuneration Committees
- Audit & Risk Committee

Module 10

Effectively Navigating Organisational Crisis* (Led by Sorbonne Business School faculty)

- Effective Communication During Crisis
- Developing a Crisis Management Plan
- Organisational Resilience, Leadership & Crisis Stewardship

Module 11

Negotiation Skills & Managing Board Dynamics for the C-suite* (Led by Sorbonne Business School faculty)

- Developing Power & Influence in the Board
- Managing Power Dynamics
- Conflict Resolution in Boards

Note:

- Programme modules, sub-modules, assignments, quizzes & case studies are subject to change at the discretion of the faculty.
- Some sessions with faculty and/or industry experts could be rescheduled at a different time, in case of exceptional circumstances.

**The pre-programme module is pre-recorded content.*

Nine-Day Campus Experience

In two segments of four and five days each, participants will get to visit the XLRI campus where they will network and collaborate with like-minded peers, and learn with faculty through practical workshop sessions, class discussions and presentations.



Capstone Project

As a culmination of their learning journey, participants undertake a capstone project addressing a real-world healthcare challenge, applying their knowledge and skills to develop actionable solutions and drive positive change within their organisations.

Real-World Case Studies for Hands-On Learning



Seuzach AG

Medtronic

hikma.



RELIANCE HOSPITAL
Every Life Matters

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XLRI Executive Education Alumni Status

- Access to Alumni Newsletters, Magazines, participation in other Alumni events and schemes organised by the Alumni Association of XLRI
- Online login access to Alumni portal as per the rules and procedures of the Alumni Association of XLRI. After online login, they can download a virtual ID card of Associate Alumni.
- Discount on program fees for subsequent programs at the rates that may be determined and reviewed by the Corporate Programmes & VIL Committee.
- Invitation to special online lectures, talks and seminars organised by the institute.



Programme Directors



Dr. Santosh Sangem

Faculty of Finance,
XLRI

Dr. Santosh Sangem has been associated with XLRI Jamshedpur for the last 15 years. He has provided corporate training and consultancy for reputed organizations in both the private sector and the public sector which include L&T, Viacom18, Pepsi, Meril Life, Accenture, Ultratech, Adani Airports, HDFC Bank, Capgemini, NTPC, ONGC, IOCL, and many other highly reputed organizations. His primary teaching and training and research interests include Corporate Governance, Business Model Design, Healthcare Financial Decision Making, Financial Performance Analysis & Management, Management Control Systems, Decision Thinking & Decision Making, and Corporate Finance. He is currently the Chairperson of the XLRI Center for Healthcare Management and the Chairperson of International Relations & Collaborations at XLRI.



Prof. Munish Thakur

Dean (Academics),
XLRI Delhi-NCR and
Faculty of Strategy.

Dr. Thakur is currently the Dean (Academics) of XLRI Delhi-NCR Campus. He is part of the Strategic Management Area at XLRI and holds expertise in several domains, including Strategic Thinking, Business Policy, and Corporate Governance. His teaching and research interests focus on strategic management, organisational theory, and decision-making processes. With both academic and professional experience, Dr. Thakur plays a significant role in bridging theory with practice, offering valuable insights to his students and contributing to thought leadership in management education. His profile reflects a commitment to fostering analytical and leadership skills through rigorous academic practices.



Dr. Rajeev Sharma

Faculty of
Information
Systems, XLRI

Dr. Sharma is an accomplished business leader with extensive experience in strategy, innovation, and digital transformation. Over his career, he has held leadership roles across various industries, focusing on driving growth, operational excellence, and technological advancements. Dr. Rajeev is known for building high-performance teams and delivering sustainable business solutions, leveraging his expertise in strategic planning and change management.

Faculty - Sorbonne Business School



Dr. Eric Lamarque

Director, Sorbonne Business School

Dr. Eric Lamarque is a Full Professor at the University of Paris 1 Panthéon-Sorbonne and serves as the Dean of the Sorbonne Business School. His expertise lies in strategic management, corporate governance, and financial institutions. Dr. Lamarque has an extensive publication record and has been actively involved in consulting, providing insights to various organizations. He is committed to fostering a dynamic learning environment and equipping students with the skills necessary to excel in the business world.



Dr. Ouidade Sabri

Professor of Marketing, Sorbonne Business School

Dr. Ouidade Sabri is a renowned Professor of Marketing at the Sorbonne Business School, University of Paris 1 Panthéon-Sorbonne, where she also serves as the co-director of the Executive MBA in Marketing and Health Communication. An accomplished author, Dr. Sabri has published three influential books and numerous articles in prestigious international and national journals, including the Journal of Consumer Research, Journal of Advertising Research, Journal of Business Research, Journal of Business Ethics, Academy of Marketing Science Review, and Research and Applications in Marketing.



Dr. Karim Zinaï

Founder and President, Almedys Life and the Institut de l'Innovation Santé - Paris

Dr. Karim Zinaï is a medical doctor. He has held executive positions in the pharmaceutical industry, gaining extensive experience in strategic and operational health management both in France and internationally. He is the founder and president of Almedys Life and the Institut de l'Innovation Santé in Paris which focus on integrating medical sciences with management, strategy, and leadership to benefit patients. In Paris, he co-manage the MBA in Health Care Management, teaching courses in strategy, marketing, communication, and change management in health and corporate social responsibility.

High Impact Learning Journey

Deepen Your Intellectual Capital



World-class curriculum and teaching by leading faculty



Peer-to-peer interaction and collaboration

Manage Your Brand Capital



Industry-recognised, top-ranked XLRI education on your resume



XLRI Executive Education Alumni Status



Sorbonne Business School brand value

Enhance Your Career Capital



Accelerate your leadership career with cutting-edge insights



Learn while you earn, and make new life-long connections with experienced and global peers



Programme Details

EDUCATION & WORK EXPERIENCE:

- Graduate/Diploma Holder (10+2+3) or Postgraduate from a recognized University.
- Minimum of **15 years** of work experience as on the programme start date i.e., Technical Orientation date.
- Doctors, Owners of Clinic / Hospital or Senior Executive like Directors at a Hospital / Medical organization with **10 years of work experience** can also apply.

ATTENDANCE:

70% attendance is a prerequisite for successful completion

EVALUATION:

There are periodic evaluations built-in throughout the duration of the program. These may be in the form of a quiz, assignment, project, case studies, or other objective/subjective assessments. A separate project shall be provided for the purpose of evaluating eligibility in meeting the qualifying criteria.

Programme Details

Programme Fee: **INR 5,80,000 + GST**

Application Fee: **INR 3,000 + GST**

Programme Start Date: **28 June 2025**

Note:

- The actual programme schedule will be announced closer to the programme start date.
- In case a programme session corresponds with a public holiday, the session will be held on the following weekend.
- GST (currently at 18%) will be charged additionally to these components.
- Any extra payment due to any change in any of the applicable taxes during the tenure of the programme will have to be borne by the learners.
- Payment gateway charges as applicable will be borne by the learner
- Admissions are on a first-come, first-serve basis. There might not be subsequent rounds if seats are filled in the initial rounds.
- Postage charges for books and study materials sent to locations outside of India will be paid for by the participant.

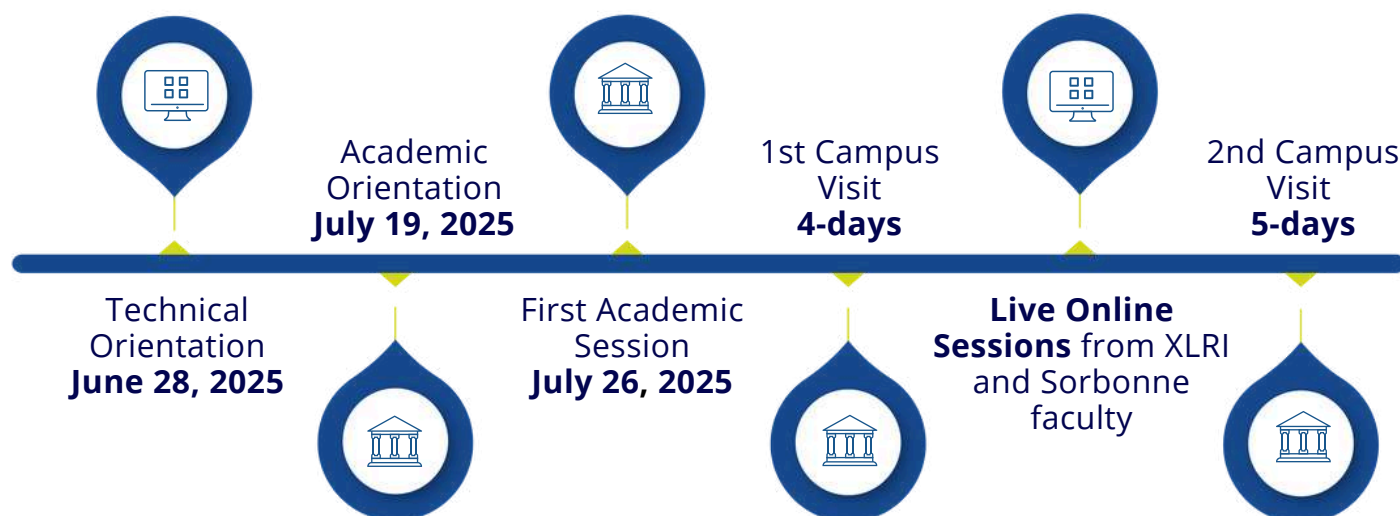
Programme Certificates

XLRI shall carry out the examination and evaluation required for certification. XLRI and Sorbonne will directly award a certificate to participants who complete the programme successfully.

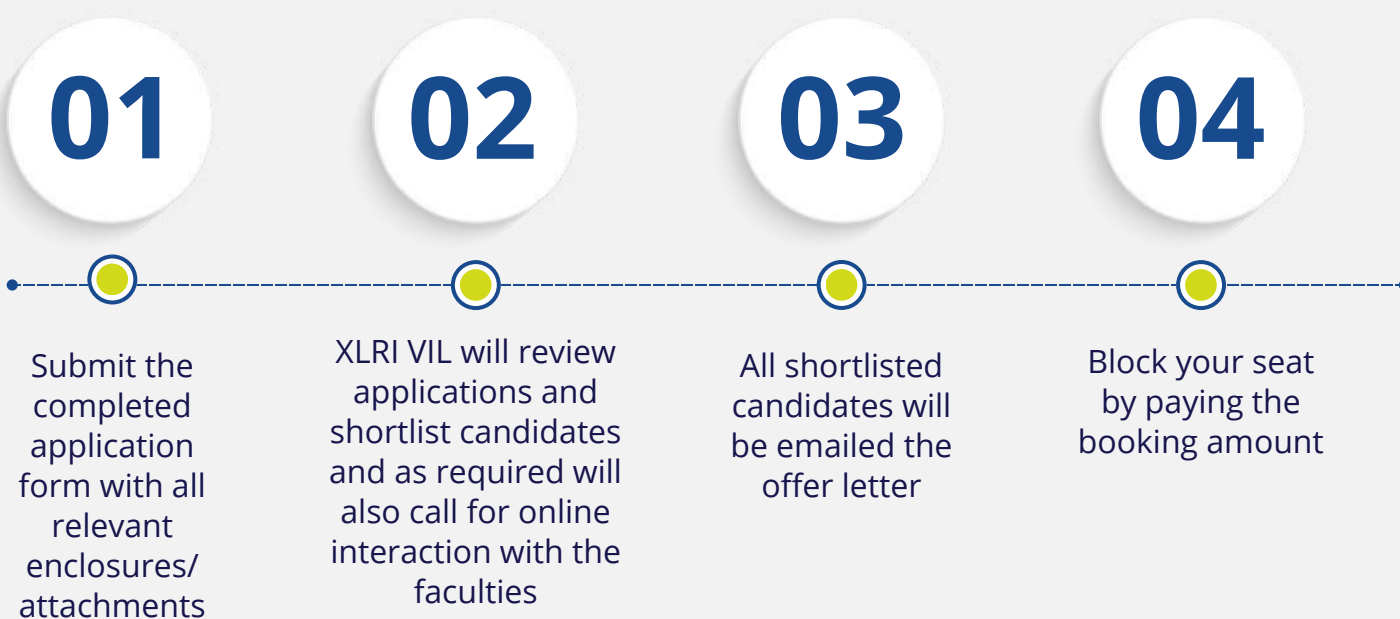


- Note:
- The certificate shown above is for illustrative purposes only and may not be an exact prototype of the actual certificate.
 - XLRI and Sorbonne Business School reserves the right to change the certificate and specifications at any time without notice.

Programme Experience



How do I Apply?



Live Online Sessions*

Session Frequency
Twice a week | 2 hours per session

Session Schedule:
**Thursday and Saturday
7:30 PM - 9:30 PM IST**

**If a programme session corresponds with a public holiday, the session would be held on the following day.*

Application Requirements

✓ PROFESSIONAL EXPERIENCE DOCUMENTS

- For Previous Organisation/s: Relieving letters
- For Current Organisation: Current Salary Slip or Bonafied Certificate from the HR Department on company letterhead

✓ GRADUATION AND POST-GRADUATION EDUCATION

- Marksheet – Individual or consolidated (all semesters)
- Passing Certificate – If Any
- Diploma/ Degree/ Doctorate Certificate

✓ ID PROOF

- Any Government-issued photo ID like PAN Card/ Driving License/ Passport, etc.

System Requirements

This programme includes live online classes. To attend a live online class you will need to have a PC/Laptop/Mac with



Speakers and microphone: built-in or a USB plug-in or wireless Bluetooth



OS: Either MacOS 10.7 or higher OR Windows 8 or higher



Webcam: built-in or USB plug-in



An internet connection: Minimum bandwidth of 3.0 Mbps (up/ down)



Processor: with Dual Core 2Ghz or higher (i3/ i5/ i7 or AMD equivalent)



Browser: IE 11+, Edge 12+, Firefox 27+, Chrome 30+



RAM: 4 GB or higher



Zoom software client installed on your PC/ Laptop/ Mac

We use the Zoom software application to conduct live online classes. Zoom works on a variety of PCs/ Laptops/ Mac systems and also on phones and tablets.

You can join your live online class from a phone or tablet if it supports the Zoom client.

We recommend that you attend classes from a PC/ Laptop/ Mac.



About XLRI

With a passion for academic excellence, XLRI was established in 1949. XLRI has the vision of nurturing responsible global leaders for the greater common good and a sustainable future. It is known to be one of the best B-Schools in India. The world-class amenities and faculty at XLRI spare no effort to make its curriculum the best and deliver it most effectively. XLRI continuously scans the developments in business and society, and proactively tries to meet the challenges. The characteristic that sets XLRI apart is *magis* - the zeal to do better, never to be satisfied with being mediocre and aspire to excel. Since 2002, XLRI Virtual Interactive Learning (VIL), as a unique academic methodology, allows working professionals to continuously upgrade their knowledge and skills through continuing education without taking a break from their careers. Over 10,000 working professionals have benefited from various programmes offered by XLRI VIL.

About EMERITUS

Emeritus is committed to teaching the skills of the future by making high-quality education accessible and affordable to individuals, organisations, and governments worldwide. It does this by collaborating with more than 80 top-tier universities across the United States, Europe, Latin America, Southeast Asia, India, and China. Emeritus' short courses, degree programs, professional certificates, and senior executive programs help individuals learn new skills and transform their lives, companies, and organizations. Its unique model of state-of-the-art technology; curriculum innovation; and hands-on instruction from senior faculty, mentors, and coaches has educated more than 350,000 individuals across 80+ countries.

Apply for the programme here

APPLY NOW



WhatsApp an Advisor on +91 86570 38243*

**This number does not accept any calls. Please message your queries.*

SCHEDULE A CALL

For registration and any other information, please get in touch with us at
xlri.execed@emeritus.org

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In collaboration with

