



Executive Development Programme in
**Global Strategy & Leadership for
Healthcare Professionals**

(in collaboration with Sorbonne Business School, Paris)

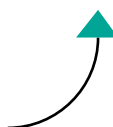
10 Months | Fess: ₹4,00,000 + GST



The Healthcare Sector: India & the World

The global healthcare ecosystem is expanding at an unprecedented pace — with India emerging as one of the fastest-growing markets, driving innovation, access, and leadership opportunities worldwide.

Global Healthcare

 **\$12.8 Trillion**
2024

 **\$22 Trillion**
2033



Driven by innovation,
Ageing populations,
Rising chronic diseases, and
Digital transformation

Indian Healthcare

 **\$372 Billion**
2023

 **\$638 Billion**
2025



Rising income levels,
Increased health awareness,
Medical tourism,
Government policy support, and
Health-Tech & Telemedicine

Strategic, Globally aware healthcare leaders are **needed**

About the Programme



Shaping Healthcare Leaders for the Next Decade



The Global Strategy & Leadership for Healthcare Professionals programme by XLRI and IAE Paris – Sorbonne Business School is a transformative 10-month executive learning journey designed for senior healthcare professionals, entrepreneurs, and policy leaders.

In an era where the healthcare ecosystem is evolving through technological disruption, policy reforms, and rising global integration, this programme empowers participants to think strategically, lead effectively, and manage complexity with confidence.

Through a balanced blend of strategic management, financial acumen, digital transformation, governance, and ethical leadership, the programme develops next-generation healthcare leaders who can drive sustainable growth, innovation, and patient-centric transformation in their organizations.

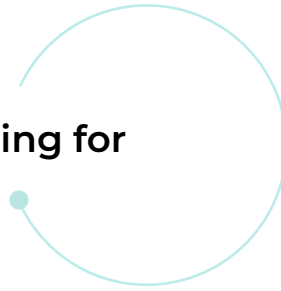
Delivered through live online sessions, real-world case studies, simulations, and a campus immersion, it offers a truly global perspective — combining the academic excellence of XLRI, India's oldest management school, and the international expertise of Sorbonne Business School, France.



Why This Programme?



Transformational Learning for Visionary Leaders



Strategic Transformation for Healthcare Leaders

- Learn to design visionary strategies and lead organizations through change.
- Understand global healthcare dynamics and governance frameworks.
- Leverage technology to drive digital transformation and operational excellence.

Global Academic Collaboration

Experience a cross-continental learning journey combining XLRI's excellence in management education and Sorbonne's global academic legacy.

Balanced Learning for the C-Suite

Experience a cross-continental learning journey combining XLRI's excellence in management education and Sorbonne's global academic legacy. Gain expertise across the **five pillars of modern healthcare leadership** — Strategy, Finance, Governance, Technology, and Ethics — through **case studies, simulations, and capstone projects** curated from real-world healthcare scenarios.

Key Learning Outcomes



Develop a Global Mindset. Drive Meaningful Impact.



Strategic Leadership

- Formulate and implement strategic vision for healthcare organizations.
- Align mission, culture, and governance to business sustainability.



Financial & Operational Excellence

- Interpret and analyze financial data to drive value creation.
- Manage value drivers and financial performance in healthcare.



Digital & Technological Transformation

- Craft digital transformation roadmaps.
- Integrate technology and business models for a competitive edge.



Governance & Ethical Stewardship

- Master corporate governance, ESG principles, and stakeholder management.
- Lead with integrity, transparency, and accountability.



Change & Innovation Management

- Manage large-scale organizational change.
- Foster a culture of innovation and inclusion in complex healthcare settings.



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

Immerse yourself in a dynamic 12-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 organisational 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 organisation 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 a well-recognised degree-granting programme 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



Dual Certification from **XLRI** and **IAE Paris – Sorbonne Business School**



Global Curriculum blending strategic leadership, financial management, digital transformation, and governance in healthcare



10-Month Executive Learning Journey with 123 total hours (99 online + 5 on-campus day)



Blended Learning Mode: Live interactive online classes via TimesPro platform + 5-day campus immersion



Industry-Relevant Pedagogy: Case studies, simulations, group projects, and capstone assignment focused on real-world healthcare scenarios

Programme Highlights



Taught by Distinguished Faculty from XLRI and Sorbonne with deep expertise in strategy, finance, and digital transformation



Leadership Development Focus: Build capabilities in decision-making, innovation, stakeholder management, and ethical governance



Global Perspective, Local Impact: Learn to apply global healthcare strategies to the Indian context



XLRI Executive Education Alumni Status (optional) — with lifelong network access, library privileges, and exclusive discounts



Convenient Weekend Classes tailored for working professionals

Programme Modules

Module - Pre-programme course (10 hours)

Understanding Financial Data - What do the numbers mean?

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

Module - 1 (12 hours)

Principles & Tools for Effective Decision Making

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

(Tentative Case Studies - Health-Tech Strategy at KG Hospital, Shaky Grounds in Indonesia)

Module - 2 (12 hours)

Crafting Organizational Vision, Mission, and Overall Strategic Direction

- Industry Dynamics & External Environment Context
- Driving Organizational Culture towards a common mission and vision
- Crafting the vision statement
- Crafting the mission statement
- Challenges in Managing at Scale

(Tentative Case Studies - Narayana Hrudayalaya Heart Hospital, Basic Healthcare Services, Health for All: Dr. Reddy's Laboratories and Rural India, Apollo Gleneagles Hospitals: The Next Steps for Growth)

Module - 3 (15 hours)

Managing Financial Performance and Value Drivers in Healthcare

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

(Tentative Case Studies – Financial Analysis of Apollo Hospitals, Mountain Village Clinic, Sahrudaya Healthcare Pvt. Ltd.)

Programme Modules

Module - 4 (12 hours)

Crafting Business Models and Business Stories

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

(Tentative Case Studies - NationWide Primary Healthcare Services: Evolving Business Model, VetNX: An E-Business Model of Veterinary Services in China)

Module - 5 (12 hours)

Digital Transformation and Technology Strategy for Healthcare Organizations

- Crafting Technology Strategy
- Digital Transformation and Organizational Strategy Alignment
- Crafting the digital journey in healthcare
- Digital Business Models & Managing Digital Competitive Advantage

(Tentative Case Studies - Technology Decision-Making in a Semi-Urban ICU, Hopes Critical Care, Health-Tech Strategy at KG Hospital, Lea Block at Seuzach AG: Initiating digital transformation, Apollo Hospitals: The Journey of Digital Transformation)

Module - 6 (12 hours): By Sorbonne faculty

Managing Stakeholders, Leading ESG and Corporate Governance Initiatives*

- Stakeholder Mapping, Analysis, and Management
- Alternative views of Corporate Governance
- Driving Organizational Commitment towards ESG

(Tentative Case Studies - Hikma Pharmaceuticals Governance Journey, Farro Biomed: Effective Oversight When Leader Character Is a Risk)

Programme Modules

Module - 7 (9 hours)

Stewardship of Organizational Culture – Leading Change & Managing Diversity in Healthcare

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

(Tentative Case Studies - The University of Virginia Health System, Glass-Shattering Leaders: Michele Hooper)

Module - 8 (6 hours)

Ethical Challenges in Healthcare

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

(Tentative Case Studies - Envision Healthcare and Out-of-Network Billing, Transforming Healthcare Delivery at Karolinska University Hospital)

Module - 9 (9 hours)

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

(Tentative Case Studies - Board of Directors at Medtronic, Inc, The Role of the Audit Committee in Risk Oversight)

Programme Modules

Module - 10 (12 hours)

Effectively Navigating Organizational Crises

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

(Tentative Case Studies - Leading in a Hurricane: The Midvale Healthcare system, Aravind Eye Hospital in Chennai:

Delivering Compassionate Care in Pandemic Times)

Module - 11 (12 hours)

Negotiation Skills & Managing Board Dynamics for the C-Suite

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

(Tentative Case Studies - Managing Governance at Reliance Hospital, BrightStar Care: The Evolution of a Leadership Team, Vignettes:

Board Dynamics and Culture (A) and (B))

Online Live - 99 hours

Campus Component – 1 (5 days) - 24 hours

Total Number of Classroom Hours (Online Live + Residential) - 123 hours

Note:

- Topics (*) will be delivered by Sorbonne Faculties via live online.
- The above sequence is tentative and may be subject to change.

The list of case studies is tentative and broad. We may either select a few case studies from among these or use different ones altogether if we find better case studies.

Programme Structure & Pedagogy



A Rigorous Learning Experience
Designed for Senior Professionals

Eligibility:

- Graduate/Diploma Holder (10+2+3) or Postgraduate from a recognized University.
- Minimum of 10 years of work experience as on the programme start date i.e., Technical Orientation date.
- Doctors, Owners of Clinics / Hospitals or Senior Executives like Directors at Hospitals/Healthcare Organisations with 5 years.

In the case of doctors, the Medical Registration Certificate issued by the National Medical Commission (NMC) or respective State Medical Councils may be accepted as a valid proof of graduation in the absence of marksheets. This certificate, issued by the central medical authorities, authorizes doctors to practice upon completion of their graduation or post-graduation and clearly mentions their qualification (e.g., MBBS, MD, etc.).

Pedagogy:

A very intensive programme useful from a corporate management viewpoint with 10 months of intense learning through Times Pro direct-to-desktop platform.

The above-stated objectives will be attained through:

- Live Online classes
- Interactive workshops & Group work
- Guest speakers
- Capstone project

Case Studies and Simulations

Programme Structure & Pedagogy

Duration: 10 Months

(Total 123 Hours)

- **Live Online Classes:**
99 Hours
- **Campus Immersion: 5 Days**
(24 Hours at XLRI Campus)

Class Schedule:

Saturdays: 6:00 PM to 9:00 PM

Minimum Attendance:

70%

Evaluation: Continuous assessment through assignments, quizzes, case discussions & project presentations.



Certification

- XLRI Certificate: Executive Development Program in Global Strategy & Leadership for Healthcare Professionals - The Healthcare C-Suite Programme
- Sorbonne Certificate: Executive Certificate in Global Strategy & Leadership for Healthcare Professionals - The Healthcare C-Suite Programme



Disclaimer: All certificate images are for illustrative purposes only and may be subject to change at the discretion of XLRI.

Alumni Benefites

Alumni Fee: INR 20,000 + GST (Optional)

- 1.Receipt of all XLRI programme brochures and newsletters along with details of souvenirs, available with MDP Office.
- 2.Lifelong access to a network of distinguished XLRI Executive Alumni.
- 3. Access to the XLRI Campus Library (on-site access).
- 4. 10% discount on the fee for any additional programme (Open programme, Online) at XLRI.
- 5. 10% group discount on the fee for reference of participants (minimum group of five).



Who Should Enroll?



Owners, Directors, and Promoters of Hospitals, Clinics
& Allied Healthcare Organizations



C-suite Executives (CXOs, CTOs, CHROs, CFOs,
CROs, CSOs, etc.)



Senior Doctors and Healthcare Consultants



Policy Makers and Pharma Leaders



Senior Professionals from Healthcare, Lifesciences,
and MedTech sectors

Faculty & Academic Leadership

“Learn from India’s Leading Minds in Strategy and Leadership”



Prof. Santosh Sangem

Dr. Santosh Sangem has been associated with XLRI 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.

Faculty & Academic Leadership



Prof. Munish Thakur

Dr. Thakur is currently the Dean (Academics) of XLRI. 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

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.

Sorbonne Faculty



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 organisations. He is committed to fostering a dynamic learning environment and equipping students with the skills necessary to excel in the business world.



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.

Fees & Instalment

Total Programme Fee: ₹4,00,000 + GST

Instalment	Date	Amount ₹
0	On or before Registration Date	₹15,000 + GST (incl INR 3000/- Application fee)
I	Within 3 days post selection	₹90,750 + GST
II	6 th May, 2026	₹1,05,750 + GST
III	6 th June, 2026	₹1,05,750 + GST
IV	6 th July, 2026	₹85,750 + GST

*Taxes will be added as applicable.

Timelines

Last Date to Apply	Refer to website
Programme Start Date	28 th March, 2026
Programme End Date	November 2026

APPLY NOW

About Institute



AACSB
ACCREDITED



ASSOCIATION
OF MBAs
ACCREDITED

One of the oldest management institutes in India, XLRI (Xavier Labour Relations Institute) was founded in 1949 by Fr Quinn Enright, S.J. in the 'Steel City' of Jamshedpur. Over the last six decades, XLRI business college, Jamshedpur has grown into a top-ranking business management school of international repute with a wide portfolio of management programmes and research publications. XLRI alumni are spread around the globe and have demonstrated responsible business leadership in their organisations.

Ranked among the top management institutes of the country, XLRI boasts of a 100% placement record. XLRI Jamshedpur is an AACSB and AMBA accredited B-school and has also earned accreditation from the National Board of Accreditation (NBA).

1st

in Outlook ICARE Rankings 2026
(Top Private MBA Colleges)

2nd

in Economic Times
B-School Rankings 2021

10th

in NIRF Rankings
2025 (Management)



Services provided by:



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XLRI
Xavier School of Management
For the greater good



XLEAD
XLRI Leadership Education and Development



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A great story of management



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