



Confederation of Indian Industry



BUSINESS VANTAGE

MASTERCLASS SERIES

BUILDING COMPETITIVE ADVANTAGE IN A CHANGING GLOBAL ORDER

A Three-Part Virtual Executive Masterclass Series

August - September, 2026 | Virtual

BACKGROUND

In an increasingly fragmented global environment, geopolitical shifts are reshaping the way businesses grow, innovate, invest, and compete. Trade tensions, industrial policies, technology rivalries, regulatory uncertainty, and changing international alliances are creating both risks and opportunities for organisations worldwide.

The Masterclass, jointly organised by CII and the Essec Business School, France, will provide senior leaders with practical frameworks to understand geopolitical disruption, strengthen strategic decision-making, and build sustainable competitive advantage. Essec, founded in 1907 is ranked 7th in Europe in the Financial Times European Business Schools Ranking 2025. It is also among a select group of institutions worldwide to hold the prestigious triple accreditation of EQUIS, AACSB, and AMBA.

FACULTY

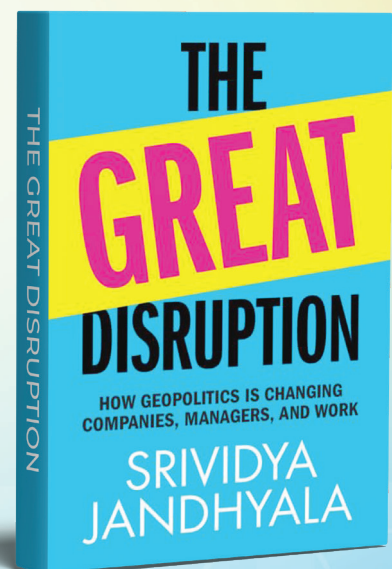
DR. SRIVIDYA JANDHYALA

Professor of Management
ESSEC Business School, Singapore



Dr. Srividya Jandhyala is a leading authority on how geopolitics, international institutions, and non-market strategies shape cross-border corporate success. She is the author of the award-winning book **The Great Disruption: How Geopolitics is Changing Companies, Managers, and Work** (Cambridge University Press), which provides a strategic toolkit for navigating today's fractured global landscape.

Her research has been published extensively in leading academic journals, and she is a frequent speaker at corporate, academic, and policy forums worldwide. She was previously a Fung Global Fellow at Princeton University and a faculty member at George Washington University. She holds a BTech from the University of Madras, an MSc from the London School of Economics, and a PhD from The Wharton School, University of Pennsylvania.



SESSION 1

GEOPOLITICS AND THE NEW RULES FOR GLOBAL BUSINESSES

The Collision of Efficiency and Statecraft

This session strips away the macro-noise to examine the structural shifts reshaping international business, forcing leaders to re-evaluate the trade-offs between global operational efficiency and national statecraft.

- **The New World Order:** What Has Actually Changed? An unvarnished look at the transition from predictable market integration to a fragmented global environment—and what it means for Indian corporations.
- **The Weaponization of Corporate Nationality:** Deconstructing how a firm's geographic roots and "passport identity" are increasingly leveraged as either a competitive shield or a regulatory target in polarized markets.
- **From Markets to Maps:** Introducing a concrete, board-ready structural framework designed to translate global geopolitical chaos into clear, actionable strategic choices.

SESSION 2

GEOPOLITICS, INNOVATION AND TECHNOLOGY

Technology and R&D as the New Geopolitical Battlegrounds

This session explores how technology stacks, intellectual property, and digital transformation have transformed from commercial assets into primary levers of national security and sovereign dominance.

- **Innovation Under Fire:** Analyzing how cross-border technological leadership has become the ultimate battlefield for modern geopolitical rivalries.
- **The Open-Innovation Trap:** Why Indian and global companies traditionally prioritized borderless R&D, and the precise ways national protectionism is now challenging that model.
- **Navigating the Tech Divide:** The fallout of global technology decoupling and its direct ripple effects on technology access, localized development, and R&D pipelines.
- **The Strategic Fallout:** Hard realities and operational consequences for managing corporate innovation, IP protection, and tech sovereignty.

SESSION 3

STRATEGIES & SKILLS FOR MANAGING GEOPOLITICS

Bridging Theory and Execution for the Modern Enterprise

This closing session delivers execution-focused frameworks to upgrade the leadership toolkit, restructure internal corporate governance, and future-proof the organization's talent.

- **The New Global Playbook:** Emerging cross-border strategies that high-performing companies increasingly rely on to capture growth and compete in a fractured global marketplace.
- **The Geopolitical CXO:** Upgrading the traditional executive leadership toolkit from basic risk compliance to advanced geopolitical foresight and strategic agility.
- **Designing the Resilient Enterprise:** Looking inside the organization to explicitly define who owns geopolitical risk, and how to build agile internal response mechanisms.
- **The Fractured Future of Work:** Assessing how shifting borders and political alignments are changing cross-border talent acquisition, remote workforces, and organizational culture—and how to prepare for it.

WHO SHOULD ATTEND

- CEOs, MDs, and Business Heads shaping enterprise strategy and growth
- Functional Heads and senior leaders involved in strategy, innovation, and international business
- Technology, digital transformation, and R&D leaders navigating emerging risks and opportunities
- Strategy, policy, risk, and public affairs professionals managing geopolitical challenges
- Operations and supply chain leaders building resilience in global value chains
- Founders, partners, and high-potential leaders preparing for larger leadership roles

CERTIFICATION

Joint Certificate from CII – ESSEC Business School to be issued to participants completing the masterclass series.

FEES STRUCTURE

Individual - INR 7500 + 18% GST Per Delegate

GROUP OF 3 or more Delegates - INR 6750 + 18% GST Per Delegate

- Additional 18% GST as applicable
- 5% early bird discount applicable till 5th August 2026

SESSION TIMINGS

Sessions will be held virtually on August 26, August 31 & September 9, 2026 from 3:00 PM – 4:00 PM IST.

About CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

For 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with the Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialised services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

In the journey of India's economic resurgence, CII facilitates the multifaceted contributions of the Indian Industry, charting a path towards a prosperous and sustainable future. With this backdrop, CII has identified "Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust" as its theme for 2025-26, prioritising five key pillars. During the year, CII will align its initiatives to drive strategic action aimed at enhancing India's competitiveness by promoting global engagement, inclusive growth, sustainable practices, and a foundation of trust.

With 70 offices, including 12 Centres of Excellence, in India, and 9 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 250 counterpart organisations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

About CII-SNCEL

The CII Suresh Neotia Centre of Excellence for leadership (CII-SNCEL) is part of CII's Integrated agenda of building competitiveness through Centres of Excellence (COE). CII-SNCEL is one of the 12 COEs set up for enhancing development and progress through a diverse range of services. Established in 2009 at Kolkata, the Centre was initiated with the purpose of serving as a key facilitator of leadership development across various segments of business and socio cultural demographics. CII-SNCEL was conceived on the core belief that the quality of leadership will play a vital role in enabling the 'new India' to succeed in its mission for inclusive growth and competitiveness, and thereby becoming a frontrunner in the global economy. Grooming current and future leadership is top priority for the 'new India' which is characterized by start-ups, first generation enterprises, family run businesses, digital revolution, disruptive business practices, global headwinds and growth of new institutions.

Confederation of Indian Industry

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