



Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership



Executive Leadership Programme in **PUBLIC POLICY**

LEADING IN A POLICY-SHAPED WORLD



Starts 1 October 2026



100% LIVE Virtual Learning Journey

BACKGROUND

Public policy plays a critical role in modern corporate governance by shaping the legal, regulatory, and institutional environment within which businesses operate. Beyond compliance, it defines the broader societal expectations that organizations must navigate to earn and sustain their social licence to operate. An informed understanding of public policy enables business leaders to anticipate regulatory changes, manage emerging risks, respond to evolving stakeholder expectations, and identify opportunities arising from policy shifts. Integrating public policy into strategic decision-making therefore enhances organizational resilience, competitiveness, and long-term value creation.

Recognizing the growing importance of policy literacy among business leaders, the **CII–Suresh Neotia Centre of Excellence for Leadership (SNCEL)**, Kolkata, has designed an **Executive Programme on Public Policy**. The programme is built around a structured curriculum with a clear intellectual foundation, enabling participants to understand the interplay between markets, government, institutions, regulation, and society. Through a blend of conceptual frameworks, contemporary policy debates, Indian and global case studies, and practical applications, the programme seeks to equip leaders with the knowledge and analytical tools required to navigate an increasingly policy-shaped business environment.



PROGRAMME OBJECTIVES

To develop policy-literate **business leaders** who can:



Navigate the intersection of markets, government, and society



Evaluate the strategic implications of public policy



Make informed decisions in the face of regulatory change, geopolitical uncertainty, and emerging societal challenges.

PROGRAMME STRUCTURE

A **5-week** executive online learning journey into the world of public policy, government, and strategic leadership.

Participants will engage in a total of **20 learning hrs** divided into **10 sessions** of **2 hrs** each.



PROGRAMME COVERAGE

Week I | Demystifying public policy:

Why public policy exists, how it operates, key to resolving issues

• Session I | When markets are not enough



- ▶ Legislative and Regulatory process in practice.
- ▶ Difference between Acts, Rules, Regulations, Notifications, Circulars, Guidelines, Standards, and Schemes.
- ▶ Passage of a Bill: from drafting to parliamentary approval and assent.
- ▶ Parliamentary procedures and tools.
- ▶ Role of Gazette notifications in operationalising policy and regulation.
- ▶ How regulatory directions, circulars, and guidelines affect business operations.
- ▶ How standards, quality control orders, and certification requirements shape market access.



• Session II | From public problem to policy response



- ▶ Union Budget, State Budget, Economic Survey, Finance Bill, and demand-for-grants process.
- ▶ Parliamentary sessions: Budget Session, Monsoon Session, and Winter Session.
- ▶ Parliamentary committee cycles, including subject selection, evidence-taking, and report finalisation
- ▶ Election calendar and Model Code of Conduct implications
- ▶ Union and State Cabinet meetings
- ▶ Ministry-level planning cycles, scheme approvals, and annual action plan



PROGRAMME COVERAGE

Week II | Government-Business engagement:

Why government behaves differently from business, succeeding in a federal ecosystem

• Session III | Incentives, principal-agent chains, and public choice



- ▶ Stakeholder power-interest mapping.
- ▶ Identifying supporters, opponents, influencers, gatekeepers, and neutral actors.
- ▶ Mapping decision-makers and influencers across ministries, regulators, state governments, think tanks, media, civil society, investors, and industry bodies.
- ▶ Negotiation with government, regulators, industry peers, and internal business teams.
- ▶ Handling conflicts in multi-stakeholder settings.
- ▶ Building long-term institutional relationships beyond transactional engagement.
- ▶ Preparing stakeholder engagement plans for specific policy issues.



• Session IV | Federalism, law, and implementation constraints



Union, state and concurrent responsibilities, fiscal and legal constraints, local administration, state capacity, implementation divergence across states

- ▶ Why do identical policies produce different outcomes across states?
- ▶ How should firms manage state-level divergence strategically?
- ▶ What happens when Centre-State incentives are misaligned?



PROGRAMME COVERAGE

Week III | Policy design under trade-offs:

• Session V | Public-Private Partnerships, Procurement and Infrastructure Governance



- ▶ Concept and rationale of Public-Private Partnerships.
- ▶ Difference between public procurement, concessions, outsourcing, and PPP models.
- ▶ Risk allocation between government and private players.
- ▶ Viability gap funding, annuity models, user charges, and revenue-sharing structures.
- ▶ Role of ministries, state governments, regulators, and concession authorities.
- ▶ Contract management and dispute resolution in PPP projects.
- ▶ Challenges of land, clearances, tariffs, public acceptance, and political risk.



• Session VI | Regulation, compliance, and responsible advocacy



- ▶ Heuristics and biases.
- ▶ Nudging and choice architecture.
- ▶ Behavioural insights in public policy.
- ▶ Designing for behaviour change.
- ▶ Behavioural barriers in compliance, taxation, sustainability, health, safety, and digital adoption.
- ▶ Applying behavioural insights to corporate affairs, consumer policy, and public campaigns.
- ▶ Internal approval processes before external advocacy.
- ▶ Building an internal code of conduct for public policy and government affairs teams.



PROGRAMME COVERAGE

Week IV | Moving from 'Policy Literacy' to 'Strategic Capability':

• Session VII | From compliance burden to competitive advantage



- ▶ Coalition-building and timing strategy in advocacy
- ▶ Building evidence-based policy positions from business data
- ▶ Free Trade Agreements and rules of origin.
- ▶ Tariffs, non-tariff barriers, customs, and import restrictions.
- ▶ Anti-dumping, countervailing duties, and safeguard measures.
- ▶ Trade remedies and their impact on domestic industry.
- ▶ Export controls and dual-use technology restrictions from a business compliance perspective.
- ▶ India's engagement with WTO, G20, QUAD, BRICS and other platforms from a business perspective.
- ▶ Preparing business leaders for international policy and trade engagements.



• Session VIII | Expanding the Lens: Beyond Government to the Full System



The policy environment is a system: not a bilateral relationship between your firm and a Ministry

- ▶ Who really shapes policy outcomes beyond government?
- ▶ When do courts, media, or public sentiment become stronger than regulators?
- ▶ How should firms monitor non-government policy signals?

Five non-government actors:

- Public sentiment
- Media: investigative journalism and social media
- Courts: PIL litigation
- Industry coalitions: CII, FICCI, NASSCOM, and sector-specific associations
- Civil society and ESG pressure



PROGRAMME COVERAGE

Week V | Leading in a policy-shaped business environment: policy-ready leadership

• Session IX | The “Poly-Crisis” Simulation: Strategic Decision-Making under Geopolitical & Environmental Shocks



- ▶ How should leaders act when no option is fully safe?
- ▶ What matters most in the first 30 days of a policy shock?
- ▶ How do leaders balance immediate survival with long-term trust?
- ▶ Systems Thinking and ‘Cascading Failures’
- ▶ Bounded Rationality and Crisis Decision-Making
- ▶ Principal-Agent Problem (in a Global Context)
- ▶ Strategic Autonomy and Sovereignty



• Session X | The Resilient Leader: Technology, Energy Transition, AI Ethics



Framework for leading in a policy shaped environment:

- ▶ Geopolitical Risk Management: supply chain, data localisation, technology export controls, and currency policy are now geopolitical instruments.
- ▶ The Dual-Transition Framework: organisations are simultaneously navigating digital transformation and the energy/sustainability transition.
- ▶ Collective Action Problems: many of the most pressing policy challenges — data privacy standards, net-zero commitments, AI safety — cannot be solved by any single firm. Industry-wide coordination and engagement with regulatory sandboxes is both a responsibility and a first-mover advantage.



KEY CASE STUDIES



Make in India as a policy journey



GST Council as a negotiated multi-principal institution



Production Linked Incentive (PLI) as industrial policy



Employment Linked Incentive as employment policy



Labour Codes and state adoption



Ease of Doing Business reforms: contrasting administrative practices across select states



PM GatiShakti for multimodal infrastructure planning and the National Logistics Policy



Jan Vishwas and compliance decriminalisation



FSSAI simplification



Various FTAs: India-UK; India-EU etc.



Poly-crisis management



West Asia crisis and dealing with the supply shocks



National Strategy for AI



Net-Zero 2070 goals; EV policy

PROGRAMME OUTCOMES

This programme is designed to move participants beyond policy awareness toward policy-ready leadership. By the end of the five-week programme, participants will be able to:



DIAGNOSE POLICY PROBLEMS

Identify whether a business challenge arises from market failure, coordination gaps, regulatory design, or implementation weaknesses, and understand when public policy intervention is required.



UNDERSTAND GOVERNMENT BEHAVIOUR

Recognise how incentives, law, politics, bureaucracy, and federal structures shape government decision-making, and why public institutions operate differently from private firms.



ANALYSE POLICY TRADE-OFFS

Evaluate policy choices through efficiency, equity, political feasibility, implementation capacity, and long-term legitimacy rather than purely economic logic.



ENGAGE GOVERNMENT RESPONSIBLY

Develop the ability to engage policymakers through transparent, evidence-based, and ethical advocacy while maintaining institutional trust and credibility.



CONVERT POLICY RISK INTO STRATEGIC OPPORTUNITY

Move beyond compliance thinking and use policy shifts, reforms, and incentives to strengthen business strategy, competitiveness, and long-term growth.



LEAD UNDER POLICY UNCERTAINTY

Build leadership capability to manage geopolitical shocks, climate risks, technology disruption, and regulatory uncertainty with confidence and strategic judgement.



WHO SHOULD ATTEND?

This programme is designed for professionals whose decisions are increasingly influenced by government policy, regulation, public institutions, and stakeholder expectations.

The programme will be particularly valuable for:



Professionals in Government Relations, Corporate Affairs

ESG, Sustainability, and Public Affairs looking to strengthen their understanding of policy formulation, implementation, and stakeholder engagement.



CXOs and Functional Heads

responsible for strategy, corporate affairs, sustainability, compliance, public affairs, government relations, legal, finance, operations, and risk management.



Senior Executives and Business Leaders

seeking to understand how policy developments influence business strategy, growth, competitiveness, and risk.



Business Owners and Entrepreneurs

navigating regulatory environments, public-sector interfaces, and policy-driven market opportunities.



Consultants, Advisors, and Industry Association Professionals

who work at the intersection of business, regulation, and public institutions.



Public Sector, Development Sector, and Social Enterprise Leaders

seeking a deeper appreciation of how markets, governments, and policy systems interact.



High-Potential Managers and Emerging Leaders

preparing for broader leadership responsibilities in policy-sensitive industries.



PROGRAMME FEE



CII Members

INR 36,000

+ 18% GST



Non-members

INR 40,000

+ 18% GST

PROGRAMME DIRECTOR & LEAD ANCHOR FACULTY

Ms. Sumita Dawra, IAS (1991) Former Secretary to the Government of India



Sumita Dawra is a retired Indian Administrative Service (IAS) officer (1991 batch, Andhra Pradesh cadre) with over 34 years of experience spanning public administration, economic policy, international relations, and governance. She superannuated as Secretary to the Government of India on 31 March 2025, having held senior leadership roles across labour policy, industrial development, infrastructure, investment facilitation, financial services, and higher education.

As **Secretary, Ministry of Labour & Employment** (2024-25), she played a key role in preparatory work for roll out of the new Labour Codes, chaired the Executive Committee of Employees' Provident Fund Organization (EPFO) and the Standing Committee of Employees' State Insurance Corporation (ESIC), steered the development of the country's first Employment Linked Incentive (ELI) Scheme, besides digital interventions for social security initiatives. She represented India at the ILO, G20, and BRICS.

Earlier, as **Special Secretary (Logistics) at DPIIT**, Ministry of Commerce & Industry (2022-24), she drove implementation of India's National Logistics Policy and the PM GatiShakti National Master Plan, facilitating over Rs 12 lakh crore (USD 150 billion) in planned infrastructure investment. As Managing Director of the National Industrial Corridors Development Corporation (NICDC), she oversaw development across 11 industrial corridors and delivered India's largest convention centre, Yashobhoomi (IICC Dwarka).

As **Additional Secretary, DPIIT**, she led investment facilitation reforms, spearheaded India's first National Single Window System, coordinated the national COVID-19 oxygen supply response and served as Government Nominee Director on the Board of NaBFID.

Her **international postings** include Counsellor (Economic) at the Embassy of India, Beijing (2011-14), where she led engagement on the bilateral economic and financial issues, besides the New Development Bank and AIIB.

At the state level in Andhra Pradesh, she has served as Principal Secretary for Higher Education and for Transport, Roads & Buildings, and as Collector and District Magistrate of Karimnagar.

She holds an MBA (Public Policy) from the University of Birmingham, UK, and degrees in Economics from Punjab University, Chandigarh.

She is the **author of two best-selling books on public policy, namely: Poor but Spirited in Karimnagar: Field Notes of a Civil Servant** (HarperCollins, 2012) and **China: Behind the Miracle** (Bloomsbury, 2015).

Presently, she consults with the **World Bank**, extensively writes for national dailies & magazines, and delivers talks at leading national and international forums. She is also a frequent commentator on Economic Policy on **CNN-News18, NDTV Profit, and CNBC**.

She **occasionally delivers guest lectures at Lal Bahadur Shastri National Academy of Administration (LBSNAA)**, Mussoorie on logistics, infrastructure, labour and industry related issues. In last few months, she has delivered talks on economic policy and related issues at the Corporate Network Event of The Economist; for UNICEF; Asian Development Bank (ADB); The World Bank; CII; Deloitte; National Institute for Rural Development (NIRD), Hyderabad; National Defence College (NDC), N Delhi; IIM, Vizag, to mention a few.

PROGRAMME

CO-LEAD ANCHOR

Dr. Manish Kumar

Dr. Manish Kumar is a public policy practitioner, former 1991-batch IAS officer, development professional, and academic with over three decades of leadership experience across government, multilateral institutions, the private sector, and higher education. He has held senior leadership roles in the Government of Tripura, the World Bank, UNICEF, and as MD & CEO of National Skill Development Corporation. He currently advises governments and institutions on public policy, skills, AI, and infrastructure, and serves as Visiting Professor at the Indian School of Business and Chairperson of Mu Gamma Consultants. He holds a PhD in Public Policy from George Washington University, an MPA from Harvard Kennedy School, and a BTech from IIT (ISM) Dhanbad.



DISTINGUISHED SPEAKERS



Preeti Sudan, IAS (Retd)
Former Chairperson, UPSC &
former Union Health Secy



Anup Wadhawan, IAS (Retd)
Former Union Commerce Secretary



Amb Jawed Ashraf, IFS (Retd)
Chairman, ITPO



Rajit Punhani, IAS
CEO, FSSAI



Krishna Gupta, IAS (Retd)
State Election Commissioner &
Former Addl Chief Secy, WB



Manmeet K. Nanda, IAS
Addl Secy,
Social Justice – GOI



Maj Gen Sangra
National Defence College (NDC)



Ajay Srivastava, IRTS (Retd)
Former Addl DGFT
GOI



Kamlesh Kumar Hematgiri Gosai
Executive Director
Ministry of Railways (Railway Board)



Rameesh Kailasam
President & CEO
IndiaTech.org

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 more than 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. With its extensive network across the country and the world, CII serves as a reference point for Indian industry and the international business community.

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: Growth, Resilience, Inclusion, Sustainability, Trust" as its theme for 2026-27, prioritizing five key pillars. During the year, CII will align its policy advocacy, institutional initiatives, partnerships, and outreach to support Indian industry in strengthening these five interconnected pillars of competitiveness.

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 13 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.

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