



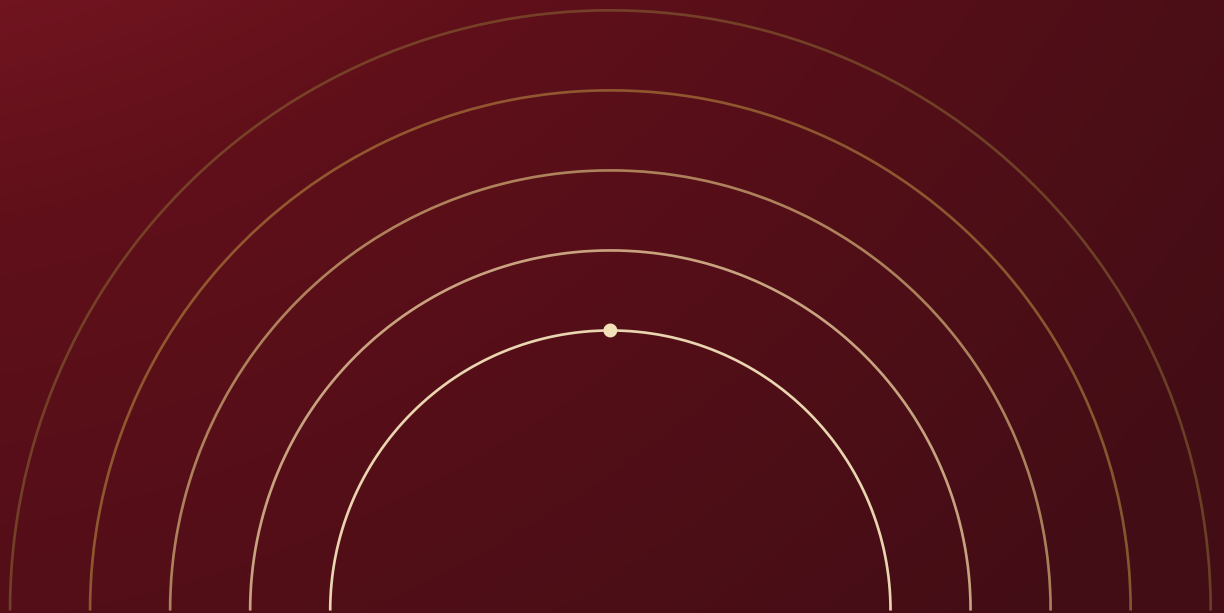
PROGRAMME IN ASSOCIATION
WITH AIVANCITY, FRANCE

A THREE-DAY IMMERSION FOR SENIOR LEADERSHIP

Value Creation in the Age of Imagination

The Five Horizons of AI Leadership — an immersion into language, imagination and the sociotechnical operating model reshaping how organisations create value.

© Jaya Deshmukh, Director & CEO, MICA



DATES

24–26 September 2026

PARTICIPANTS

Senior Leadership
(N-1 / N-2)

FEE PER PARTICIPANT

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VENUE

MICA Ahmedabad

When knowledge becomes universal, advantage shifts from generating answers to imagining possibilities.

Business value is undergoing a structural shift. The capacity to recall, organise and analyse information, once a considerable advantage in the Information Age, will no longer be a sufficient differentiator. As AI makes information universally accessible, organisations risk converging on the same answers, strategies and expressions when everyone optimises on the same intelligence layer.

The defining skill of future value creation will be the ability to imagine new ideas, solutions and futures on top of the intelligence layer that AI provides.

Yet there is a paradox at the heart of the AI revolution. The very technology that elevates imagination as the primary source of value also risks undermining the cognitive capabilities on which imagination depends. AI systematically reduces the cognitive effort required to produce knowledge work — emails drafted instantly, presentations assembled in minutes, datasets analysed with a few prompts.

Over time, the cognitive muscles required for original thought, creativity and imagination may begin to atrophy: a form of cognitive surrender. Organisations focused solely on maximising output risk creating a workforce that produces more while thinking less.

“AI should function as a partner in thought, not a substitute for it.”

This requires a cultural shift — from rewarding fluent output alone, to rewarding the intellectual effort, curiosity, judgment and learning that underpin enduring capability.

AI is not a conventional technology implementation — it is a sociotechnical operating model in which human and artificial agents participate together within shared workflows: a new division of cognitive labour, and a new relationship between human and artificial agency.

In this operating model, thinking increasingly creates value through language. Interaction with AI is a structured conversation — the quality of outcomes is shaped by the quality of that conversation, and the quality of conversation by the quality of thinking. Language becomes the operating interface of intelligence.

FIVE HORIZONS OF AI LEADERSHIP

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AI leadership requires mastery across five horizons.

1 Technology

What AI is, and what it is not.

2 Operating Model

Humans and artificial agents in shared workflows.

3 Language & Imagination

Sources of value creation.

4 Culture

A defence against cognitive surrender.

5 Shaped Futures

From what AI can do, to what human future it should help create.

Three days. Immersion.

Session-wise details of the immersion for functional leaders — taught by faculty from MICA and AIVANCITY, France.

DAY 1		Thursday	
2 – 3 pm	Introduction	Value Creation in the Age of Imagination — context and importance. Learning outcome: opening minds.	Jaya Deshmukh MICA
3 – 6 pm	Technology: Mapping the territory	What AI is and isn't; AI situated historically as a field with debates, failures and paradigm shifts; the AI landscape mapped to participants' own domains; India's position in the global AI ecosystem as a use-case capital without foundational model sovereignty. Learning outcome: a shared, accurate mental model of AI and a working vocabulary participants can confidently use.	Prof. Souheil Hanoune AIVANCITY
DAY 2		Friday	
10 am – 1 pm	Technology, Part 2	Mathematical foundations of AI (regression, neural networks) demystified conceptually; building a model first-hand with no-code tools, shifting participants from observer to maker; AI understood as infrastructure — chips, cloud, energy, geopolitics. Learning outcome: technical intuition to implement AI and evaluate AI claims critically.	Prof. Souheil Hanoune AIVANCITY
2:30 – 5:30 pm	AI as a Socio-Technical Operating Model	Operating models and value creation; the five elements of a sociotechnical operating model; humans in the loop, on the loop, and out of the loop; the Five A Levers of AI as a sociotechnical operating model © (© Santosh Patra, Assoc. Dean – Academics). Learning outcome: expertise to execute and recalibrate AI implementations.	Prof. Santosh Patra & Jaya Deshmukh MICA
DAY 3		Saturday	
10 am – 1 pm	Language & Imagination — Experiential Lab	Why language and imagination are the key to unlocking competitive advantage: Kalpana (Imagination) → Pratibha (Creative Illumination) → Bhasha & Boli (Language & Shared Meaning) → Sambhavna (Possibility) → Siddhi (Materialisation & Value Creation) ©. Learning outcome: use language as cognitive infrastructure for imagination; shift from problem-solving to possibility creation; translate imagination into action and competitive advantage.	Prof. Siddharth Deshmukh & Prof. Harmony Siganporia MICA
Integration	Bringing it together	Integrate all the frameworks and commit to one experiment with AI. Learning outcome: the capability to create a blueprint for a process, function or mandate to architect an intelligent enterprise within their own context.	MICA & AIVANCITY

Meet the faculty.

The immersion is led by senior faculty from MICA and AIVANCITY, France — combining sociotechnical management expertise with deep AI, culture and language scholarship.



Jaya Deshmukh **MICA**

DIRECTOR & CEO

A business leader in Digital, Technology & Cloud with a 25-year career across India, Asia Pacific, the USA and Europe. Prior to MICA, she was Chief Strategy Officer & Chief of Staff to the CEO at Colt Technology Services, USA, with earlier senior roles at Google Cloud, Microsoft and PwC. A Webby's Jury member since 2011 and CLIO award winner, she holds a PG Diploma from MICA and a gold medal in BA (Hons) in History & Economics. She has recently completed her Masters in AI, Ethics and Society from Cambridge University (results pending).



Dr. Souheil Hanoune **AIVANCITY**

ASSOCIATE PROFESSOR

An entrepreneur, AI expert and a program director who teaches AI and machine learning at aivancity. He holds a Ph.D. in Philosophy, Robotics, AI and Cognitive Science, and an MSc in Engineering and Educational Management. Alongside his academic role since 2021, he currently serves as CTO and co-founder of Neuralteks, and has previously taught AI and Deep Learning at ISEP and as AI Professor at De Vinci Executive Education MBA.



Prof. Santosh Kumar Patra **MICA**

PROFESSOR & ASSOCIATE DEAN - ACADEMICS

Brings 19 years of teaching, research, and educational administration experience across MICA, IMT-Ghaziabad, and IIM-Indore (Visiting Professor). A scholar of Digital Sociology, Philosophy, and Political Economy with a Ph.D. from JNU, his research spans science, technology, and society, grounded in philosophy, politics, and ethics. His current work focuses on AI, Philosophy, and Value Creation. He has consulted for Sony, Jagran Group, DailyHunt, and Torrent Power, and authored case studies on BCCI, IPL, the Asian Games, K-Pop, K-Drama, and MX Player. He serves on advisory councils including IMS Unison and Bennett University, and reviews for New Media & Society and JOCC.



Prof. Harmony Siganporia **MICA**

ASSOCIATE PROFESSOR AND ASSOCIATE DEAN - KNOWLEDGE

A cultural historian and semiotician whose research and teaching explore the intersections of history, culture, and identity, with a focus on modern India, MK Gandhi, and ecophilosophy. Harmony holds a PhD from CEPT University, an M.Res from the University of Hull, and is the author of two books (including the national history award winning I am the Widow: An Intellectual Biography of Behramji Malabari), with a third forthcoming. She has been an invited speaker at the University of Pittsburgh, State University of New York (Oneonta), Carnegie Mellon University, Chulalongkorn University and other global institutions. She has also served as Chief Semiotics Consultant for cultural research agency, FreshThink.



Prof. Siddharth Deshmukh **MICA**

PROFESSOR OF PRACTICE

Known as "The Travelling Professor," Siddharth is a first-batch Mican and Founder of FableLab, specialising in story-led growth. With three decades spanning Sony Entertainment, AT&T and his own ventures, he has served as Associate Dean at MICA and adjunct faculty at Southampton University, SPJIMR and FLAME University. He currently heads the Product Management Specialisation at MICA.

The impact of the immersion unfolds at multiple levels.

FUNCTIONAL LEADERS

More effective human-AI interaction, resulting in higher-quality outputs with lower token usage and costs.

CXO LEVEL

Develop cultures that strengthen cognitive capability and cultivate imagination.

CEOS & BOARD DIRECTORS

Equipped to create and sustain differentiated value in a world where intelligence itself has become abundant and increasingly commoditised.

HUMANITARIAN LEVEL

Leaders — beyond AI labs, governments and universities — engage a broader question: how AI-mediated futures that support human flourishing can be operationalised where AI's consequences are most directly experienced: within organisations, through language, culture, incentives and everyday practice.



EXECUTIVE EDUCATION

Prof. Anita Basalingappa

Professor in Marketing, Academic Head, Executive Education

PROGRAMME CONTACTS

Abhishek Dubey

Sr. Manager, Executive Education, MICA
abhishek.dubey@micamail.in · Mob: +91-9739711792

Rohita Raj

Officer, Executive Education · Programme Coordinator, MICA
Imdp@micamail.in · Mob: +91-6353834726