



**HARVARD  
BUSINESS SCHOOL**

Executive Education

## PROGRAMS IN INDIA

2015





# WHY HARVARD BUSINESS SCHOOL

Market opportunity in India and around the world is expanding—but success takes more than being in the right place at the right time. Harvard Business School helps you prepare for opportunity by delivering essential vision, strategies, and leadership skills. Based on real-world challenges, our curriculum delivers insight into best practices, helps you navigate complex business environments, and prepares you to compete more effectively with local and global players.

We help you become a stronger leader through 80+ programs offered in Boston, along with a growing portfolio of programs taking place at our state-of-the-art classroom at the Taj Lands End, Mumbai. The learning experience in Mumbai is enriched by the work of our HBS India Research Center, which enables HBS faculty to study and shape the practice of business. Inspired by the HBS faculty that teach our India-based programs, you'll return to your organization ready to lead change, address strategic gaps, and grow your business.

**Business Case Method** Pioneered by Harvard Business School, the case method is one of the most effective tools for honing leadership skills. No other school puts you face to face with the faculty who wrote the cases and observed the outcomes.

## Active Learning, Practical Insights

**Global Curriculum** Today's economy transcends global boundaries and cultural realities. Our programs bring current global business practices from around the world to bear on your goals, your career, and your organization. Your learning is enhanced by the work of our eight global research centers, which serve as incubators for field-based research and hubs for collaboration among business, government, and higher education.

## International Perspectives for an Interconnected World

**HBS Faculty** Every course is taught by renowned, full-time Harvard Business School faculty members. No exceptions. They draw upon practical business expertise and proprietary research to engage you in provocative challenges that will expand your leadership skills.

## World-Class, Full-Time

**Participant Mix** This is a dynamic learning environment where you and a diverse group of business peers from a range of functions, industries, and countries share ideas and develop an enlightened perspective on the economy, business trends, and best practices.

## Learning and Leading among Equally Driven Peers



08–11 JUN 2015

₹ INR 2,50,000 plus service tax

Taj Lands End, Mumbai, India

## ALIGNING AND EXECUTING STRATEGY—INDIA

➔ [WWW.EXED.HBS.EDU/BROCHURE/AESI](http://WWW.EXED.HBS.EDU/BROCHURE/AESI)

### Program Objectives

Business leaders must be able to align corporate strategy and execution to position their organizations for long-term success in the global marketplace. This leadership program examines the latest strategies for building value in new markets and business lines. You will emerge better equipped to maximize your company's unique advantages and sustain a competitive edge over the long term.

### Curriculum

Built on a comprehensive framework of faculty presentations, group exercises, and case studies, this program examines why some strategies succeed while others fail.

Key topics include:

- Analyze the competitive forces and industry evolution of the external business environment
- Recognize the goals, capabilities, policies, and likely behavior of your competitors
- Position your company to leverage competitive advantages and partnerships
- Integrate business strategy and execution in a way that enhances market share
- Ensure that your company's approach is sustainable over time
- Manage your company's expansion across global markets

### Participant Mix

The curriculum is designed for presidents, chief executive officers, and other senior executives and managers who are charged with coordinating sustainable business strategies in India and around the globe. Participants include representatives of state-owned or private companies operating in India and looking to expand internationally, multinational companies with operations in India, and global companies from any region seeking to expand into India.

### Anticipated Faculty

Stephen P. Bradley (faculty chair) and David J. Collis





■ 27-30 APR 2015

₹ INR 2,50,000 plus service tax

📍 Taj Lands End, Mumbai, India

## BUILDING A GLOBAL ENTERPRISE—INDIA

➔ [WWW.EXED.HBS.EDU/BROCHURE/BGEI](http://WWW.EXED.HBS.EDU/BROCHURE/BGEI)

### Program Objectives

This program will explore case studies on organizations that have pursued scale within and beyond their home markets. Along with new insights into market trends, these cases will help you develop more competitive strategies and lead your organization to success, both within and outside India.

### Curriculum

The curriculum is centered on three major themes:

#### Strategy

- Identifying and branding your organization's unique value proposition
- Evaluating the unique challenges of operating in emerging versus developed economies
- Devising effective market segmentation within a large emerging market
- Knowing when to compete, cooperate, or partner
- Determining whether organic or external growth is better suited to your strategy

#### Leadership

- Aligning the energies of talented leaders with your corporate goals
- Defining the critical role of leadership in implementing enterprise change
- Driving performance and delivering results across your enterprise
- Building and managing effective relationships at the individual, team, and organizational levels
- Setting the tone and creating an organizational culture with strong values and high integrity

#### Talent Management

- Managing talent in a rapidly growing market with high mobility and turnover
- Encouraging individual creativity and innovation
- Running an effective performance appraisal and management system
- Training and developing talented front-line employees and managers
- Enhancing succession planning to build a deep "talent bench"

### Participant Mix

In order to broaden your professional network, this program is designed for executives of Indian companies pursuing growth within and outside the country, as well as senior leaders of multinational firms with current or potential operations in India. The program is also appropriate for investors who are interested in opportunities in India, including private equity managers and venture capitalists.

### Anticipated Faculty

Tarun Khanna (faculty chair) and Scott A. Snook



03-06 AUG 2015

₹ INR 2,50,000 plus service tax

Taj Lands End, Mumbai, India

## DRIVING GROWTH THROUGH INNOVATION—INDIA

➤ [WWW.EXED.HBS.EDU/BROCHURE/DGTI](http://WWW.EXED.HBS.EDU/BROCHURE/DGTI)

### Program Objectives

Whether your company is doing business in South Asia or entering this market for the first time, you must be able to focus your products or services around innovation-driven growth. This program empowers senior managers to align operating units, strengthen corporate advantage, assess known and uncertain risks, and drive growth in one of the world's fastest-growing regions.

### Curriculum

#### Linking Strategy to Execution

- Aligning product and service innovation plans with business strategy
- Designing a portfolio of projects to ensure long-term success
- Building skills for R&D and execution, and balancing the two to meet current and future needs
- Creating and developing effective cross-functional teams

#### Leveraging and Managing Disruptive Technologies

- Understanding how disruptive technologies affect product development strategy and execution
- Building the capability to anticipate and market new products, services, and technologies
- Managing the tension between radical and incremental innovation

#### Examining Open Innovation

- Partnering with customers and suppliers for innovation
- Leveraging communities and crowdsourcing for problem solving
- Building an open system for greater effectiveness

#### Designing an Effective Innovation System

- Integrating marketing insights into the development process
- Implementing concurrent engineering and rapid problem-solving techniques
- Unlocking the potential of new experimentation technologies
- Designing for flexibility, fast iteration, and creativity

#### Building Your Innovation and Growth Agenda

- Ensuring that your growth objectives are supported by an innovation pipeline
- Building and improving management systems that drive growth and innovation
- Acquiring and deploying these tools, frameworks, and thinking in your organization

### Participant Mix

This program is intended for senior managers in diverse companies and industries who have project responsibility for product and service development. The curriculum has particular relevance for vice presidents, directors, and other senior managers who spearhead innovation initiatives.

### Anticipated Faculty

Sunil Gupta and Stefan H. Thomke (faculty chair)





■ 25–28 MAY 2015

₹ INR 2,50,000 plus service tax

📍 Taj Lands End, Mumbai, India

## IMPROVING CORPORATE PERFORMANCE AND PROFITABILITY—INDIA

➔ [WWW.EXED.HBS.EDU/BROCHURE/ICPPI](http://WWW.EXED.HBS.EDU/BROCHURE/ICPPI)

### Program Objectives

As local firms and multinational companies battle for market share in India and around the world, they are turning to business leaders who can improve corporate performance in a complex economic climate. This program explores powerful performance evaluation systems that can manage operational risk and cost, drive profitability, and deliver measurable results. You will emerge with the financial tools to translate your corporate mission into performance targets, align your organization around strategic goals, and build a competitive advantage in India and beyond.

### Curriculum

With the focus on creating corporate value, this program examines the diverse strategies and governance systems that successful companies are using to manage cost and improve performance. You will return to your organization fully prepared to use balanced scorecards to implement your firm's strategy, drive customer profitability using activity-based costing, understand the key factors required to grow via acquisitions, improve your governance systems, and communicate corporate performance to your investors.

Topics include:

- Translating your corporate mission into performance targets and measures
- Analyzing, understanding, and communicating your business strategy
- Developing and executing an integrated framework for managing cost and performance control systems
- Aligning management accountability, organizational design, and corporate governance with your business strategy and values
- Managing operational and strategic risks
- Leveraging financial, physical, and human capital to create corporate value
- Communicating your business strategy and performance to investors

### Participant Mix

This program is designed for senior financial executives responsible for creating and implementing systems that improve enterprise performance and profitability. Ideal participants include chief financial officers, chartered accountants in the industry, vice presidents of finance, strategic planning officers, controllers, and others with planning, control, and accounting responsibilities.

### Anticipated Faculty

Paul M. Healy and V.G. Narayanan (faculty chair)





# 300

*case studies researched and  
written by faculty in 2013*

“Knowing that the best HBS faculty were coming in from Boston to be here with us was a huge selling point for me.”

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*Anoop Prakash*

MANAGING DIRECTOR  
HARLEY-DAVIDSON, INDIA







■ 27–29 JAN 2015

₹ INR 2,00,000 plus service tax

📍 Taj Lands End, Mumbai, India

## LEADING GROWTH THROUGH CUSTOMER CENTRICITY—INDIA

➔ [WWW.EXED.HBS.EDU/BROCHURE/LGCC](http://WWW.EXED.HBS.EDU/BROCHURE/LGCC)

### Program Objectives

To take full advantage of opportunities in India and around the world, forward-thinking leaders are not content with just knowing their customers—they are evolving strategies to address those customers' steadily rising expectations. By learning how to match your company's capacity, cost structure, and business conditions to the right customer at the right time, you will emerge with a blueprint for driving profitability and growth.

### Curriculum

This program explores how to build a customer-centric organization by identifying actionable market segments, implementing segment-specific strategies, and expanding market share in India and beyond.

Key curriculum topics include:

#### Why Customer Centricity Is Important

- Explore the trends driving the need for customer centricity
- Analyze the differences between customer-centric and customer-focused organizations
- Learn why the entire organization must realign to attain true customer centricity
- Gain strategies for avoiding commoditization and improving product and service innovation

#### The Keys to Customer-Centric Success

- Understand why establishing differentiated value requires a systemic shift in the way products and services are delivered
- Establish a holistic view of the customer ecosystem and its various components
- Learn how to focus your organization on customers, internal stakeholders, channel partners, organizational processes, structures, and systems—rather than functions or products
- Identify the challenges associated with a customer-centric organization

#### Driving Change

- Learn how to plan a company-wide realignment to achieve customer centricity—from processes and culture to leadership and control systems
- Develop a strategy for leading and managing change
- Identify the landmarks and landmines inherent in implementing customer centricity
- Assess the effectiveness of key metrics and milestones used to quantify and measure success in India and other global markets
- Explore the best ways of leveraging human capital to foster product and service innovation

### Participant Mix

Designed for senior executives who are seeking to increase growth and profitability, the program emphasizes complex business strategy, making it ideally suited to those who have at least 15 years of business-to-business or business-to-consumer experience and the authority to initiate change within their organization. When colleagues attend a program together, their shared knowledge and common vision help them align and streamline their efforts to overcome pressing business challenges and drive critical change across the organization.

### Anticipated Faculty

Ranjay Gulati and Rajiv Lal (faculty cochairs)





07–10 SEP 2015

₹ INR 2,50,000 plus service tax

Taj Lands End, Mumbai, India

## MANAGING FAMILY BUSINESSES FOR GENERATIONAL SUCCESS—INDIA

➤ [WWW.EXED.HBS.EDU/BROCHURE/MFBI](http://WWW.EXED.HBS.EDU/BROCHURE/MFBI)

### Program Objectives

To succeed in India and other global markets, family-owned businesses must focus on financial performance, ownership control, family and shareholder collaboration, conflict resolution, and succession planning. This program explores effective strategies for maximizing business strengths, minimizing weaknesses, and driving long-term growth.

### Curriculum

This program is led by faculty who have extensive experience with both family businesses and the Indian marketplace. The curriculum combines thought-provoking lectures, local and global case studies, and small-group discussions to examine four areas that are essential to family businesses:

- Managing the family business system by integrating strengths, developing relationships, overcoming disagreement, communicating effectively, and balancing financial needs
- Growing, preserving, and sharing wealth in order to expand the company; retaining family control; and distributing ownership among the family
- Improving governance through the development of boards of directors and advisers, policies and plans for the family's business involvement, and effective leaders within the family business system
- Planning for succession by developing the next generation, managing ownership, and preparing for the transition of responsibilities

### Participant Mix

This program is designed for family businesses operating in India and beyond. HBS encourages teams of four or more family members representing both genders and two generations, in varied family, business, and ownership stages and from diverse industries.

### Anticipated Faculty

John A. Davis (faculty chair)





▣ DEC 2015

₹ TBD

📍 Taj Lands End, Mumbai, India

## MAXIMIZING YOUR LEADERSHIP POTENTIAL—INDIA

➤ [WWW.EXED.HBS.EDU/BROCHURE/MYLPI](http://WWW.EXED.HBS.EDU/BROCHURE/MYLPI)

*Offered by the HBS Leadership Initiative*

### Program Objectives

As companies battle for greater market share, they must compete with local firms as well as established global players. This program examines the latest research on effective management and leadership, relevant case studies on Indian and global companies, and the complex challenges facing all companies operating in India today. You will emerge with the strategic skills and global vision to seize emerging opportunities and build a competitive advantage for your company in India and beyond.

### Curriculum

Maximizing Your Leadership Potential—India explores the diverse components of leadership—from managing yourself, your team, and your network to developing your “contextual intelligence” and realizing your leadership potential. You will learn how to lead teams at times of growth and change, bring momentum and agility to your organization, and successfully navigate a rapidly changing global economy.

Topics include:

- Building productive teams by managing the group as a whole, while providing individual attention and recognition to team members
- Evaluating your leadership approach and developing a personal action plan for advancing your skills as a leader
- Driving structural, cultural, and procedural changes that enable your organization to accomplish its strategic objectives
- Adapting your personal leadership style to the complex business challenges facing your team and your company
- Developing and nurturing relationships inside and outside your organization to foster personal, team, and company success
- Recognizing the paradoxes inherent in management and leadership and how to balance competing goals and approaches

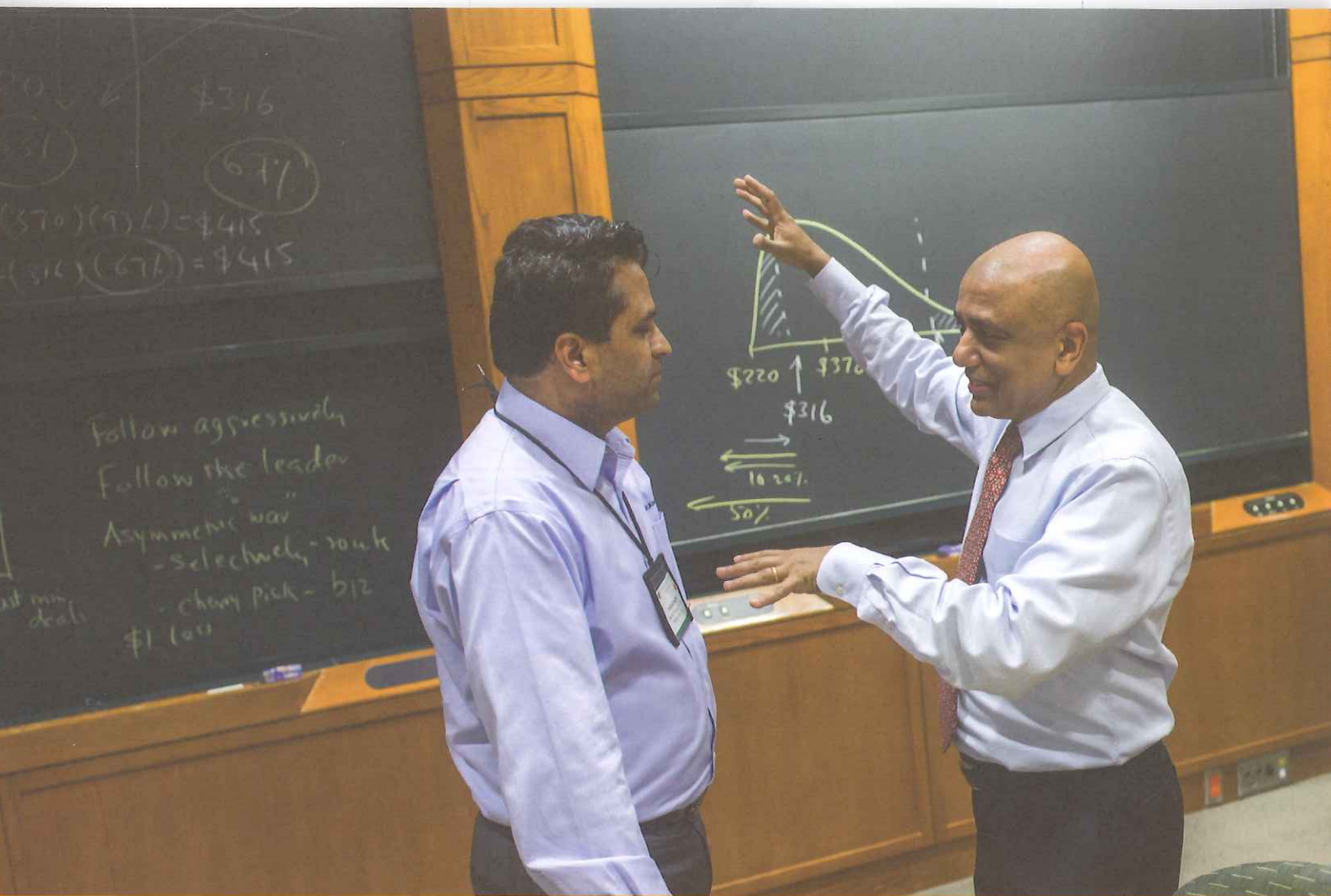
### Participant Mix

This program is designed for senior executives who have at least 10 years of professional experience. It is appropriate for chief operating officers, chief administrative officers, managing directors, general managers, and divisional directors or leaders. A diverse mix of industries, sectors, countries, and cultures creates a dynamic exchange that will draw on leadership experiences from across the globe. All applicants should have significant management responsibilities.

### Anticipated Faculty

Linda A. Hill (faculty chair) and Anthony Mayo





**“TECHNOLOGY IS CHANGING ALMOST EVERY INDUSTRY. WHAT NEW SKILLS DO CAPABLE LEADERS NEED? HOW DO THEY NEED TO THINK ABOUT DIFFERENT BUSINESS MODELS? WE PREPARE LEADERS FOR RAPID REINVENTION.”**

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*Sunil Gupta*  
HBS FACULTY



# PROGRAM PORTFOLIO

➔ [WWW.EXED.HBS.EDU/BROCHURE](http://WWW.EXED.HBS.EDU/BROCHURE)



**HARVARD  
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## COMPREHENSIVE LEADERSHIP

- Owner/President Management (OPM)
- Advanced Management Program (AMP)
- General Management Program (GMP)
- Program for Leadership Development (PLD)

## BUSINESS OPERATIONS

- Achieving Breakthrough Service
- Growing and Leading a Professional Service Firm—China
- Leading Professional Service Firms

## CUSTOMER-CENTRIC STRATEGIES

- **Leading Growth Through Customer Centricity—India**

## ENTREPRENEURSHIP

- Families in Business
- Key Executives Program
- Launching New Ventures
- Leading Your Small Business Through Its Lifecycle
- **Managing Family Businesses for Generational Success—India**

## FINANCE

- Driving Corporate Performance
- Driving Corporate Performance: The Balanced Scorecard—China
- Finance for Senior Executives
- **Improving Corporate Performance and Profitability—India**
- Leadership in Financial Organizations
- Private Equity and Venture Capital
- Strategic Financial Analysis for Business Evaluation

## GLOBALIZATION

- **Building a Global Enterprise—India**
- Global CEO Program for China

## GOVERNANCE

- Audit Committees in a New Era of Governance
- Compensation Committees
- Making Corporate Boards More Effective

## HEALTH CARE

- Business Innovations in Global Health Care
- Leading High-Performance Health Care Organizations
- Managing Health Care Delivery
- Value Measurement for Health Care

## INNOVATION

- **Driving Growth Through Innovation—India**
- Leading Product Innovation

## LEADERSHIP

- Agribusiness Seminar
- Authentic Leadership Development
- High Potentials Leadership Program
- Leadership Best Practices
- Leading Global Businesses
- Leading with Impact
- **Maximizing Your Leadership Potential—India**
- A New Path: Setting New Professional Directions
- Senior Executive Program for China
- The Women's Leadership Forum

## MANAGEMENT

- Competing on Business Analytics and Big Data
- Driving Performance Through Talent Management for Senior Executives
- Real Estate Executive Seminar
- Real Estate Management Program

## MARKETING & SALES

- The Business of Entertainment, Media, and Sports
- Driving Digital and Social Strategy
- Marketing Strategies for Profitable Growth—China
- Strategic Marketing Management

## NEGOTIATION

- Behavioral Economics: Designing Strategic Solutions for Your Customer and Your Organization
- Changing the Game: Negotiation and Competitive Decision Making
- Strategic Negotiations

## ORGANIZATIONS

- Leading Change and Organizational Renewal

## PROGRAMS FOR ALUMNI

- Breakthrough Insights: A Program Exclusively for HBS Alumni
- PLD Module 5: Earning HBS Alumni Status

## SOCIAL ENTERPRISE

- Corporate Social Responsibility
- Governing for Nonprofit Excellence (GNE)
- Performance Measurement for Effective Management of Nonprofit Organizations (PMNO)
- Strategic Perspectives in Nonprofit Management (SPNM)

## STRATEGY

- **Aligning and Executing Strategy—India**
- Aligning Strategy and Sales
- Building Businesses in Emerging Markets
- Corporate Level Strategy
- Creating Shared Value: Economic Success and Social Impact
- Designing and Executing Strategy—China
- Global Energy Seminar
- Global Strategic Management
- Risk Management for Corporate Leaders
- Strategic IQ
- Strategy—Building and Sustaining Competitive Advantage

