

INDIA PROGRAMMES



HARVARD
BUSINESS
SCHOOL

EXECUTIVE EDUCATION

HARVARD BUSINESS SCHOOL INDIA RESEARCH CENTER





'The changing landscape of the Indian economy will create significant competition, much of it from global giants. Building a Global Enterprise in India provided me with strategies for strengthening my position and responding to a more competitive environment. I recommend this programme to any senior manager in India. It was an outstanding experience'.

Sumit Bali [CEO], Kotak Mahindra Prime Ltd., India

NEW INSIGHTS

BUILDING A GLOBAL ENTERPRISE IN INDIA

DATES: April 26–30, 2010
FEE: Rs. 2,12,300 plus service tax
LOCATION: Mumbai, India

Companies in India and multinational firms are focusing on new opportunities in one of the world's most compelling developing markets. Meanwhile, more Indian companies want to expand overseas. How do these businesses best manage opportunities in India, whilst pursuing longer-term objectives? And, what are the lessons from the expansion of other rapidly emerging markets such as Brazil, China, and South Korea?

PROGRAMME OBJECTIVES

This programme will explore case studies on organisations 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 organisation to success, both within and outside India.

CURRICULUM

The curriculum is centred on four major themes:

Strategy

- Identifying and branding your organisation'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 organisational levels

India offers extraordinary growth opportunities—both for Indian firms and multinational companies. Senior leaders must develop unique skills, form strong partnerships, and maintain a long-term perspective in order to build a successful strategy for India.

- Setting the tone and creating an organisational 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'

Leading Innovation

- Identifying a global innovation edge for Indian companies
- Understanding why some companies are more innovative than others
- Designing, building, managing, and improving innovation systems
- Leveraging open innovation for idea generation, problem solving, and growth
- Using business experimentation for competitive advantage

PARTICIPANT MIX

In order to broaden your professional network, this programme 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 programme is also appropriate for investors who are interested in opportunities in India, including private equity managers and venture capitalists.

PROGRAMME FACULTY

Tarun Khanna, Nitin Nohria (faculty chair), and Stefan H. Thomke

DEVELOP INDIA: REAL ESTATE STRATEGIES FOR GROWTH

DATES: July 7–10, 2010
FEE: Rs. 1,89,000 plus service tax
LOCATION: Mumbai, India

Exploring the latest multidisciplinary academic, industry, and public policy factors that are reshaping India, this new programme provides the real estate tools, techniques, and strategies you will need to succeed in this evolving landscape.

PROGRAMME OBJECTIVES

This high-level programme enhances the ability of executives to address and benefit from new challenges in India's rapidly changing real estate markets. You will expand your knowledge of real estate fundamentals, including financial analysis, marketing, strategy, and capital structure. In addition, you will deepen your understanding of critical and timely tools, including planning, sustainability, and resource efficiency in the context of large-scale urbanisation and rapid economic growth.

CURRICULUM

Featuring cases developed as field research in India and other emerging markets, the programme's curriculum incorporates a personal action plan to help you focus on the specific milestones and obstacles facing your company in the context of the Indian real estate supply chain. Guided by HBS faculty members, you will be challenged to identify and refine personal and organisational goals through a combination of assessment tools and best practises. Based on this feedback, you will be encouraged to further develop action plans and frameworks that address your organisation's objectives. Key topics include:

Leadership and Strategy

- Establishing and sustaining competitive advantage
- Examining international best practises and strategic thinking with respect to finance and the design of thriving urban areas
- Identifying infrastructure investments that create growth-oriented development opportunities
- Planning for the long-term effective operations of projects post-construction

Opportunities for real estate companies in India will hinge on the ability to tap available financing, coordinate an effective urbanisation and infrastructure effort, and sustain support for real estate development. Understanding how future population shifts will affect cities, investors, and real estate supply and demand is critical to your firm's ongoing success.

Financial Analysis

- Financing development initiatives based on the unique needs of your organisation and of the project, and leveraging funding sources
- Aligning the goals and incentives of investors, developers, and government entities in order to harness private sources of project capital
- Formulating a capital structure that properly identifies repayment sources, calibrates fees and tariffs, enforces contracts, and addresses and assigns risk

Sustainability

- Interpreting projections for the supply of power, water, food, and construction materials
- Acquiring cutting-edge materials and design techniques that significantly reduce the demand for natural resources without diminishing project scope
- Incorporating high-quality, ecologically sensitive, and cost-effective design, engineering, and conservation elements into your project

Urbanisation and Policy

- Understanding the implications of projected population shifts and what they mean for cities, investors, and real estate supply and demand
- Creating forward-thinking strategies to sustain critical support for real estate, including urban land use, major roads, resources, and transportation

PARTICIPANT MIX

This programme is designed for senior executives with significant real estate experience, including real estate developers and entrepreneurs, owners, investors, providers of real estate and infrastructure finance, and other industry servicers involved in manufacturing and construction.

PROGRAMME FACULTY

Rebecca M. Henderson, John D. Macomber (faculty chair), and Arthur I. Segel

MANAGING AND TRANSFORMING PROFESSIONAL SERVICE FIRMS—INDIA

DATES: July 21–24, 2010
FEE: Rs. 1,89,000 plus service tax
LOCATION: Mumbai, India

Successful firms recognize the importance of capitalising on emerging opportunities as they prepare to expand domestically or globally, or enter the Indian market for the first time. Whether your firm offers expertise in professional services, financial services, or information technology, this programme will help you deliver greater value to your clients—and differentiate your products and services in today's competitive marketplace.

PROGRAMME OBJECTIVES

By exploring leadership approaches from multiple viewpoints, this programme provides valuable insights that enable you to strengthen client relationships, achieve organisational alignment, leverage your talent, and improve performance.

CURRICULUM

Through relevant case studies and the best practises of successful firms, you will explore the latest strategies for building world-class organisations. By examining issues common to the professional service firm, you will acquire the skills to define and execute the best strategy for your firm. Key topics include:

- Managing talent and sustaining a high client satisfaction rate
- Developing and motivating highly skilled professionals
- Fixing broken or suboptimal cultures in teams, groups, or firms
- Responding to market shifts with innovation
- Leading change in order to maintain a competitive edge
- Establishing best practises for corporate governance
- Implementing models for scaling successful services
- Managing mergers and acquisitions
- Balancing short-term and long-range time demands
- Managing both domestic and global growth

Professional service firms operating in India—including those in information technology, financial services, and other industries—enjoy unprecedented opportunities to create value. Developing professionals, learning how to lead, motivating and developing talent, and formulating a sound business strategy are the key pathways to profitability.

PARTICIPANT MIX

This programme is specifically designed for firm and practise leaders who are responsible for defining and executing company or service-line strategy. Participants typically represent a range of industries, including IT, financial services, private equity, legal, accounting, public relations, consulting, and engineering.

PROGRAMME FACULTY

Thomas J. DeLong (faculty chair), Rajiv Lal, and Ashish Nanda

Thomas J. DeLong



Rebecca M. Henderson



Tarun Khanna



Rajiv Lal



John D. Macomber



Ashish Nanda



Nitin Nohria



Arthur I. Segel



Stefan H. Thomke



HARVARD BUSINESS SCHOOL IN INDIA

For nearly a century, the core mission of Harvard Business School (HBS) has been to conduct research and create knowledge that shapes the practise of business across the globe. Recognising India's growing importance in the global economy, HBS began researching and developing cases in that country more than a decade ago. Today, HBS's India Research Center (IRC) in Mumbai leads the way in the study of critical challenges facing the region's business environment and key industries.



HOW WILL MY ORGANISATION BENEFIT?

Going far beyond the basic transmission of skills and theories, Executive Education programmes provide applicable lessons in the classroom that can be implemented successfully within your organisation. Each programme is designed and taught by Harvard Business School faculty who are leading authorities in their respective fields. As recognised thought leaders on international business and management issues, they maintain dynamic relationships with top global organisations, including those in South Asia. Immersed in these programmes, you will utilise the case study method pioneered by HBS to explore the experiences of companies in South Asia and around the world. In turn, you will improve your ability to assess, analyse, and act upon complex business issues. The learning experience is enhanced by your fellow participants, a diverse group of global leaders whose insights and perspectives will impact your thinking as much as your interactions with faculty. These peer discussions—combined with our participant-centred learning approach, groundbreaking curriculum, and research-based knowledge—will strengthen your capabilities and prepare you for new levels of leadership within your organisation.

ADMISSIONS

APPLICATION PROCESS

Please visit www.exed.hbs.edu for complete admission requirements and to apply online. You also may complete the printed application and mail it to the address listed or fax it to +1-617-496-1731. Applications are requested at least four weeks before the programme start date. Since qualified candidates are admitted on a rolling, space-available basis, early application is encouraged.

ADMISSION REQUIREMENTS

Admission is selective and based on professional achievement and organisational responsibility. No formal educational requirements apply, but proficiency in written and spoken English is essential. Executive Education programmes enhance the leadership capacity of the managers enrolled as well as their organisations, and HBS IRC expects full commitment from both. Whilst participants devote time and intellect to the learning experience, sponsoring companies agree to assume fees, provide for reasonable expenses, and relieve individuals of their work responsibilities during the programme.

PROGRAMME FEE

The programme fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the programme, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

FOR MORE INFORMATION, please contact:

Harvard Business School India Research Center
Mahindra Towers, Fifth Floor, B Wing, G.M. Bhosale Marg
Worli, Mumbai, Maharashtra 400018, India
Telephone: +91-22-24916756
Fax: +91-22-24900724
Visit: www.exed.hbs.edu

Or

Executive Education Programmes
Harvard Business School
Soldiers Field
Boston, Massachusetts 02163-9986 U.S.
Email: executive_education@hbs.edu
Telephone: +1-617-495-6555
Fax: +1-617-495-6999

INDIA PROGRAMMES

BUILDING A GLOBAL ENTERPRISE IN INDIA	APRIL 26–30, 2010
DEVELOP INDIA: REAL ESTATE STRATEGIES FOR GROWTH	JULY 7–10, 2010
MANAGING AND TRANSFORMING PROFESSIONAL SERVICE FIRMS—INDIA	JULY 21–24, 2010

www.exed.hbs.edu/category/india.html

In accordance with Harvard University policy, Harvard Business School does not discriminate against any person on the basis of race, colour, sex or sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, veteran status, or disability in admission to, access to, treatment in, or employment in its programmes and activities. The following person has been designated to handle enquiries regarding the nondiscrimination policies: Ms. Nancy DellaRocco, Harvard Business School, Soldiers Field, Boston, MA 02163-9986 U.S.

Programmes, dates, fees, and faculty are subject to change. ©2009 President and Fellows of Harvard College.

