

INSEAD

The Business School
for the World®

INSEAD Leadership Programme for Senior Indian Executives

Executive Education



Expand your horizon. Make an impact.



ERUDITUS
EXECUTIVE EDUCATION



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Professor Michael Pich

Welcome

Message from Dean, Executive Education

INSEAD is one of the largest Executive Education providers in the world with three campuses in Singapore, France and Abu Dhabi. As a pioneer of international business education we are constantly innovating and our programmes are providing more impact than ever before.

Each year, the school brings together over 1,000 degree candidates (MBA, Executive MBA and PhD) and nearly 12,000 executives from the world's leading companies. Along with our diverse faculty body of 145 world leading business experts, they make up the extraordinary community that is INSEAD.

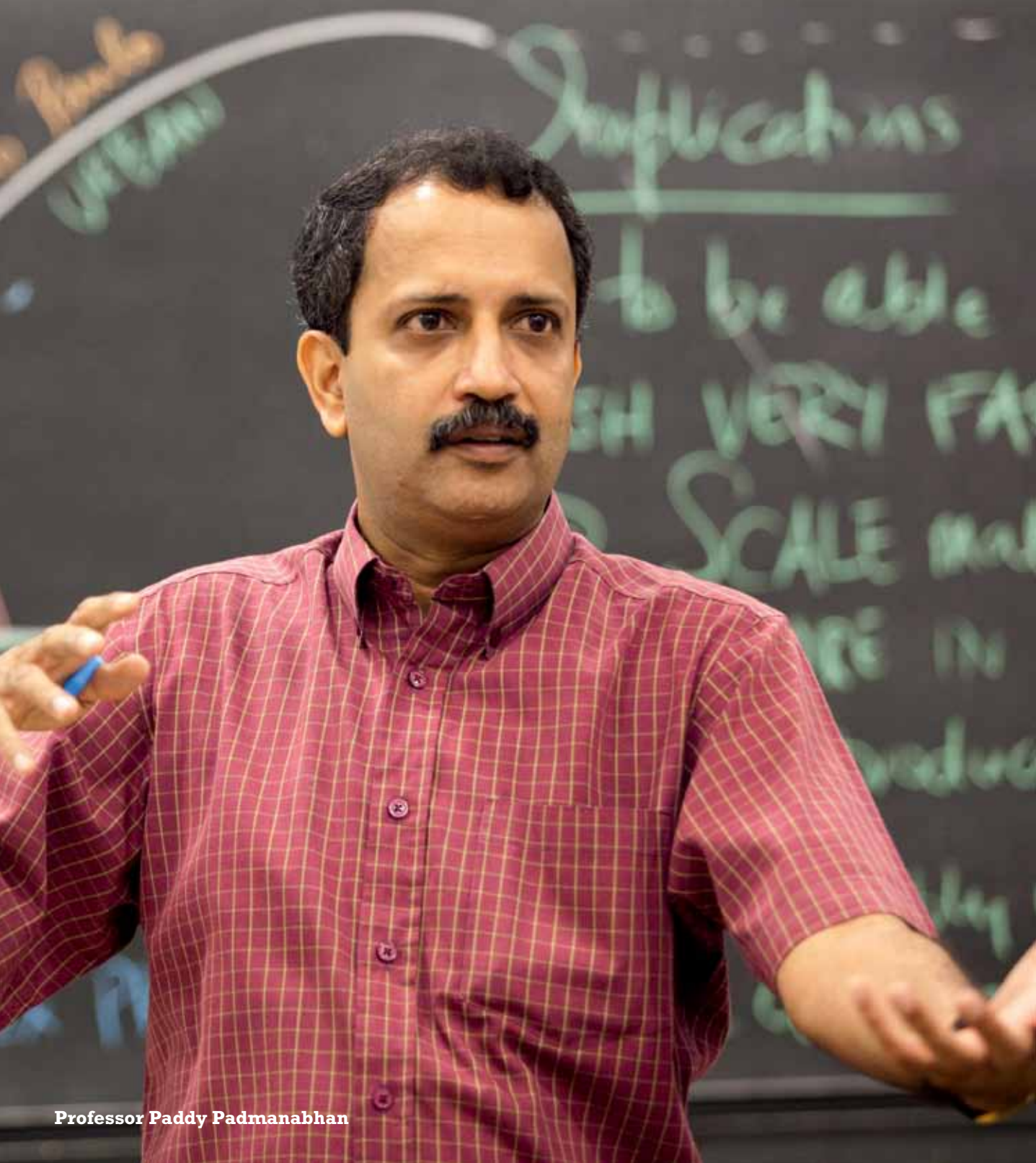
INSEAD's Leadership Programme for Senior Indian Executives is into its fourth year after a very successful start in 2011, clearly demonstrating our commitment to work with India's future business leaders. Today's multicultural, multinational business world needs leaders with the knowledge and sensitivity to operate anywhere in the world, to address a diverse range of issues and to have impact in the business realm and beyond. This is why businesses turn to INSEAD – to create the next generation of transformational leaders.

Our alumni say that coming to INSEAD had a positive impact on their lives and that the school's unique combination of diversity, innovation and entrepreneurship has enabled them to make an impact on the world.

Welcome to the Business School for the World!



Michael Pich
Dean of Executive Education



Professor Paddy Padmanabhan

The India Growth Story

Time to invest in your career.

Message from Programme Directors

The Indian economy is going through turbulent times with growth having dropped from the go-go 8-9% of a few years ago to 5% during the 2012-13 financial year, and it could be even lower this financial year! Notwithstanding this slowdown, the India story is far from over and many analysts and businesses remain optimistic that the Indian economy will return to the strong growth path of a few years ago. The only question is when?

The turbulence and uncertainty presents many challenges. On the one hand, it demands superior decision-making from managers to make the most of the more limited resources at their disposal to meet the goals for the current period. On the other, businesses need to prepare themselves for the expected return to growth. The evidence is clear that businesses that make strategic investments during lean times are best poised to benefit from the return to growth.

The key challenge for a business is the relative dearth of skilled general managers who can provide the strong business leadership required to successfully navigate in these turbulent times and, at the same time, prepare the organization to capitalise on growth opportunities that will emerge when growth returns. The INSEAD Leadership Programme for Senior Indian Executives (ILPSIE) aims to address this scarcity of general management skills in fast-growing companies. By developing an integrated approach to general management that combines the imagination and panache of entrepreneurs with the strong functional focus of operating managers, ILPSIE will prepare you for senior management roles and provide a timely boost for your career.

Rooted in the Indian context but delivered by international faculty, ILPSIE is a one-year part-time programme, built on three key pillars. First, a comprehensive review of key frameworks and concepts that underlie modern management theory. Second, practical and hands-on engagement with the practice of business management and its related processes and techniques. Third, development of individual and professional values and beliefs to guide the future evolution of your career and organisation.

The programme has several learning components: week-long immersions at INSEAD's global campuses and in India, 360O assessments and coaching, in addition to ongoing personal development. During that time, even as you pursue your current career, we enable you to learn from the best minds in business and from an outstanding peer group, and apply the new knowledge gained.

The programme leverages INSEAD's hubs near Paris and in Singapore, along with sessions in India to provide an unmatched international experience. Apart from gaining cutting-edge insights from INSEAD's multicultural faculty, you will also learn from a diverse group of experienced, talented fellow participants who represent a wide spectrum of industry sectors.

People say that they come to INSEAD in search of a smoother career transition, but they return to work transformed. To share in this experience, join us.

Campus Information

INSEAD is unique among leading business schools in having a 3-campus structure – spanning Europe, Asia and Abu Dhabi. Each campus is highly cosmopolitan and has its own world-class faculty in residence. Executive Education programmes run at 1, 2 or even all 3 locations, while Customised Programmes can be held anywhere in the world.

Europe Campus

INSEAD's 8-hectare Europe Campus is situated on the edge of the beautiful, historic town of Fontainebleau, France. It nestles in the vast Forest of Fontainebleau yet is less than 1 hour from the centre of Paris and international airports. Facilities are of the highest standard and include: 29 lecture theatres, many classrooms, study areas, 2 restaurants, a bar, a bookshop, extensive library resources, a fully equipped gym and 2 on-campus hotels with a total of 158 rooms.

Asia Campus

The Asia Campus in Singapore occupies a 1.8-hectare site in the heart of the city's Buona Vista 'knowledge hub' – just 30 minutes from the airport and 15 minutes from the financial district. Its state-of-the-art facilities (currently being extended for the second time) include: 8 lecture theatres, classrooms, study areas, a restaurant, 2 bars, a 24-hour library, a fitness centre and 85 hotel rooms for participants.

Abu Dhabi Campus

Abu Dhabi's city centre is home to INSEAD's third campus, just 40 minutes from the airport and 10 minutes from the 'Corniche'. This new, 14-storey, 6,000 square-metre building, purposely designed for Executive Education, has 3 lecture theatres, 2 conference rooms, classrooms, study areas, a library, a restaurant and prayer rooms.

Executive Education for a rapidly changing world.

We live in an increasingly complex and interconnected world. Business leaders face new leadership challenges demanding new levels of innovation and motivation, and a focus on sustainable value creation. We are responding to this fast-changing landscape by delivering a suite of programmes designed for executives at all stages of their careers.

We are one of the largest providers of executive education in the world, operating from three different campuses in Europe, Asia and Abu Dhabi. Over 140,000 executives have attended our programmes since 1967 and last year alone we worked with over 2,000 client companies. We offer a comprehensive portfolio of Open Programmes for executives at all stages of their careers including five brand new programmes for 2014.

Our faculty are world-leading business thinkers, who design, develop and deliver our programmes based on their research and experience of working with organisations from across the globe. They will challenge your assumptions and inspire you to think differently as they transfer their knowledge and share their latest ideas.

Join the world in our classrooms with other carefully selected participants of diverse backgrounds and nationalities. You will gain a broader perspective of leading in a global business environment as you benefit from the international experiences of our professors and fellow business leaders.

We want you to make a difference when you return to your organisation. Our programmes are rigorous and demanding, which means we expect participants to fully engage in discussion and debate with both faculty and peers. When you leave our programmes you will be ready to inspire others and be prepared to drive your career and organisation forward.

Our programmes have greater relevance and impact than ever before. We hope you have the opportunity to join us and develop the skills, knowledge and capability you need to make a genuine impact.

45+ Open Programmes

140,000+ executives have attended our programmes since 1967

12,000+ participants in 2012 – 2013

145+ independently minded faculty

125+ nationalities of participants in 2012 – 2013

From Transition to Transformation

With at least ten years of management experience, ILPSIE participants are already high achievers. They are outstanding executives with the ambition and drive to make the big breakthrough into senior management. Yet they also know that continued achievement is not guaranteed. In fact, the very qualities that helped them to succeed in the past risk holding them back in the future.

With INSEAD's support, that risk turns into reward – for both you and your organization. We allow you to step back and learn. To learn about yourself. To learn from an exceptional peer group. To learn from the best minds in the business. We even help you unlearn much of what you knew, then relearn it from a different perspective.

ILPSIE will equip you with the tools, analytical frameworks and the entrepreneurial mindset that provide the self-confidence to do what it takes to succeed as a leader at the upper echelons of business – whether you have just arrived there or aspire to do so in the medium term.

People say that they come to INSEAD in search of a smoother transition to general management and they return to work transformed. The story does not end there, either. They also transform the people, processes and products around them. In fact, thanks to INSEAD, it is just the beginning. This is a career with many more transitions to come.

From Participants to Alumni

As well as becoming part of your own class community, participants leave the INSEAD Leadership Programme for Senior Indian Executives as a full member of the INSEAD alumni community. Only graduates of our world-famous MBA, Executive MBA and PhD programmes, together with selected former Executive Education participants, are eligible for this status. This elite worldwide network consists of over 42,000 alumni in around 160 countries, many with very active National Alumni Associations. Alumni benefit from lifelong networking and professional development opportunities, including regional events, refresher programmes and reduced rates for all Executive Education.

Participant Profile

Diversity in multiple aspects is an important part of the learning experience. Our participant mix reflects diversity across functions, industries, backgrounds, companies and life experiences. However, all participants have a few things in common such as:

- Proven leadership potential
- Strong achievement, drive and motivation
- Depth of business experience (minimum of 10 years; 15 years on average, with significant time in management)
- Recognised career progress
- Enthusiasm for learning and intellectual development



Here is a sample of our past participants' roles and the organizations they were drawn from

Vice President, Technology Consulting

Accenture

Director

American Express Banking Corp

Senior Vice President, HR

ATOS Origin

Senior General Manager

The India Today Group

Commercial Controller

Madura Garments

Head, Rural Marketing

Maruti Suzuki India

Technology Director

JP Morgan Services India

Business Head, Loans & Mortgages

Bajaj Finserv

Chief Engineer, Technical Marketing

Samsung India

Marketing Manager

Titan Industries

Senior Manager – R&D

Hewlett Packard

Head – Learning & OD

Britannia Industries

Vice President

Genpact

Head, Program Management Office

Novozymes South Asia

General Manager

Rockwell Automation

Head, Corporate Planning and Investor Relations

Lupin

Vice President, Corporate Banking

Citibank N.A.

Head, Growth & Innovation, Large Deals

TATA Consultancy Services

Director

Standard & Poor's Capital IQ

Associate Director, Consulting

KPMG

Vice President, HR

Hyundai Motor India

Director – Transaction Banking

Standard Chartered

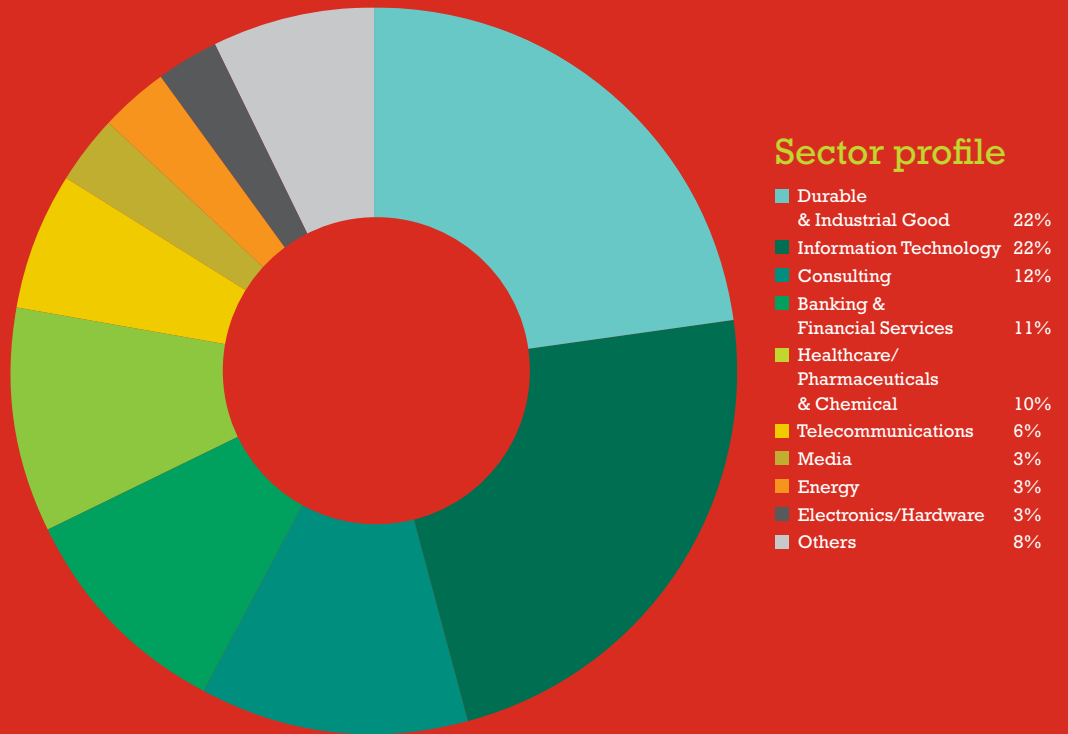
Retail Program Manager

Apple India

General Manager, SCM

Cairn India





Function

General Management	34%
Marketing & Sales	25%
Technology Management	19%
Administration & Human Resources	8%
Consulting	6%
Others	8%





“Good content, great faculty and an excellent cohort make ILPSIE a super learning experience. It has enabled me to be up-to-date on new business intelligence and knowledge across multiple functions.”

General Manager & Head, Sales/Operations, HT Media



“The ride so far on the ILPSIE programme has been filled with fun and loads of learning. One of the objectives that I had explicitly outlined for myself was to move to the next level in the next 12-18 months and the first step has been taken. I have been inducted to the global senior leadership team. The feedback I have received is that my decision to choose ILPSIE has been well received by CEO and Chairman and I want to thank INSEAD for the effect that it already has on my career!”

Managing Director – South Africa, Serco Global Services



“World-class faculty, strong focus on soft skills like Networking, Emotional Intelligence, Decision-making, to name a few, besides learnings from a diverse peer group make ILPSIE a unique transformational journey towards effective senior leadership.”

Senior Vice President, JM Financial Services

“The ILPSIE programme was an interesting smorgasbord of learning, application and experientially enjoying both - your profession and academic pursuits. As I pursued the program during 2011-12, I discussed with my employer for a role change that would give me practical exposure to elements in ILPSIE. I took responsibility of starting up a specific alliance business within my organization in APAC. After an year and two months, the business is spread across 6 countries with 50 people in various teams and a business with a potential of 40 Million USD.”

Asia-Pacific Sales Enablement Leader, Accenture



“Inspiring, uplifting and transformational – the ILPSIE journey has been a rejuvenating experience. A much needed learning intervention after 19 years of professional service.”

Vice President,
Collabera Solutions

“I feel ILPSIE has poised me to advancement and growth and its up to me to propel myself to get there. It has provided me structured inputs and opportunities to succeed. When you commit to this course come with an open mind to (un)learn and you will surprise yourself with what you take away!”

Country Head (India),
Innovatia



“There is about 750 + years of collective work experience in the classroom from varied backgrounds/industries and to know each one’s professional journey is invaluable. Above all there is the possibility that you will make few friends which will last your life.”

General Manager
Life Care Solutions,
GE Healthcare

“ILPSIE Programme has given me a completely fresh perspective of looking at things both on the personal as well as the professional front which would have a lasting impact on me as an individual.”

Vice President,
Fiat Chrysler

Comprehensive Curriculum

Unlearn | Learn | Challenge | Be Challenged

ILPSIE is thoroughly intense and exhilarating. While you continue in your career, you periodically participate in intense learning in a stimulating environment and blend your new knowledge with work back at the office.

ILPSIE's academic component is structured around three types of modules: General management and Leadership oriented modules leading to integrated learning of leadership-related skills and behaviors; functional modules and advanced functional modules. In addition, prior to the start of the formal programme, participants will complete optional online coursework covering basic financial concepts. This optional pre-programme coursework is to ensure participants share a common language to describe and analyse an important goal of sustainable economic activity – value creation for all stakeholders in a business.

At the beginning, mid-point and end of the programme, you will participate in integrated immersion weeks at INSEAD campuses in Asia and Europe. These intense immersion weeks will focus on providing you with the essential leadership tool kits necessary for success in formulating and implementing strategy and managing change. Using a multi-disciplinary perspective and through collaborative effort, you will understand how to draw upon different management concepts to make stronger strategic and organizational decisions. Using simulations, role-plays and reflections, these sessions will push you and your co-participants to rethink your decision-making processes and provide you with new tools and frameworks that will make you a more effective leader.

The core functional modules focus on fundamental skills to strengthen your knowledge in multiple functional areas. These will be taught by INSEAD faculty and renowned visiting faculty, over the course of the programme. Each topic covered in the functional modules will set you up for advanced functional modules and the immersion weeks that follow it. The advanced functional modules taught by INSEAD faculty allow you to delve deeper into some of the key functional management areas.

At the end of the programme, an integrated business simulation will pull together all the leadership and general management skills acquired during the programme. Specifically, the simulation allows you to role-play, in a safe yet realistic setting, the skills required to formulate a vision, develop a strategy and implement it for a given business.

Further, you will have opportunities to learn from the success of recognized business leaders in two ways. First, the academic component of ILPSIE is complemented by regular invited talks by successful leaders. Second, ILPSIE participants in collaboration with the INSEAD Alumni Association India, organize structured INSEAD India Business Dialogue events that provide a platform to debate and discuss topical issues with successful leaders from established firms as well as from entrepreneurial new ventures.

In addition to these intensive learning opportunities, you will undertake assignments in the form of essays, interviews, reflection papers, and action plans for behavioral change.

Modules

Business Leadership & Personal Development

Strategy

- Business Strategy & Game Theory
- Corporate & Global Strategy
- Private Equity
- Macroeconomics

Organization Structure

- Leading People and Teams
- Leading Organizations
- Managing Strategic Change

Soft Skills

- Judgment & Decision Making
- Communication
- Negotiation & Influence
- Networking
- Coaching
- Enhancing Emotional Intelligence & Self-awareness
- 360° Feedback & Group Coaching

Capstone Entrepreneurship & General Management Simulation

Core Functional Topics

- Finance
- Marketing
- Operations & Supply Chain
- Financial & Management Accounting

Advanced Functional Topics

- Advanced Marketing
- Advanced Finance
- Advanced Operations Management

Personal development & leadership

You have a unique management style, a view of the world and where you want to head to. Your development needs are unique and we understand this. While you go through the same programme as all participants, we have tailored several elements to focus only on “you”, so that you are better equipped to attain your management aspirations.

The immersion weeks have been carefully designed to provide you with opportunities to hone your individual skill sets – be it negotiation skills, communication and presentation skills or your ability to engage and lead groups effectively. You will learn to challenge your established beliefs and incorporate new best practices that will make you a more effective manager.

The programme provides unique opportunities to improve self-awareness and to reflect, through tailored sessions on unconscious group dynamics and emotional intelligence. The peer-coaching engagements throughout the programme will help you develop as a leader and contribute to your individual development plan.

You will also receive a comprehensive 360° feedback conducted using INSEAD’s Global Executive Leadership Inventory framework. You will discuss your feedback and development needs with the support of INSEAD Global Leadership Centre’ clinically-trained coaches and its unique group-coaching approach.



Programme Calendar 2014–2015

	Module	Date	Location
Third Quarter: 2014	Integrated Immersion Week	10-15 August 2014	Singapore
	Integrated Immersion Week	21-26 September 2014	Goa
Fourth Quarter: 2014	Core Functional Topics	10, 17, 25 October 2014	Telepresence (India, Singapore, UAE)
	Core Functional Topics	17-20 November 2014	Bangalore
	Career Workshop	21-22 November 2014	Bangalore
	INSEAD India Business Dialogue	22 November 2014	Bangalore
First Quarter: 2015	Core Functional Topics	10, 17, 24, 31 January 2015	Telepresence (India, Singapore, UAE)
	Integrated Immersion Week	16-21 February 2015	Singapore
Second Quarter: 2015	Advanced Functional Topics	13-17 April 2015	Mumbai
	INSEAD India Business Dialogue	18 April 2015	Mumbai
	Advanced Functional Topics	9, 16, 23, 30 May 2015	Telepresence (India, Singapore, UAE)
	360° Feedback Preparation	June 2015	
Third Quarter: 2015	Integrated Immersion Week	20-24 July 2015	Fontainebleau, France

Note: The programme calendar is subject to change for reasons beyond INSEAD's control

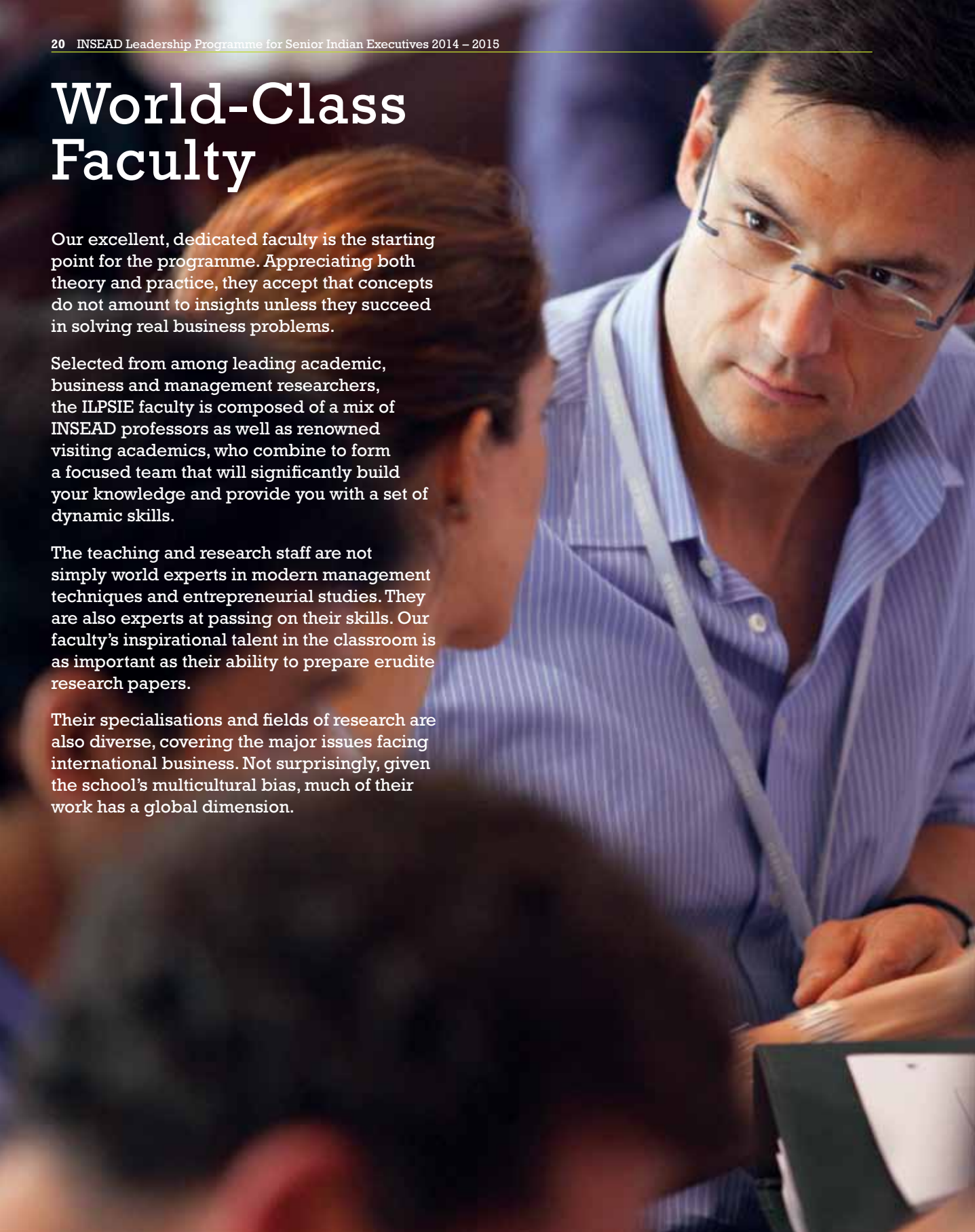
World-Class Faculty

Our excellent, dedicated faculty is the starting point for the programme. Appreciating both theory and practice, they accept that concepts do not amount to insights unless they succeed in solving real business problems.

Selected from among leading academic, business and management researchers, the ILPSIE faculty is composed of a mix of INSEAD professors as well as renowned visiting academics, who combine to form a focused team that will significantly build your knowledge and provide you with a set of dynamic skills.

The teaching and research staff are not simply world experts in modern management techniques and entrepreneurial studies. They are also experts at passing on their skills. Our faculty's inspirational talent in the classroom is as important as their ability to prepare erudite research papers.

Their specialisations and fields of research are also diverse, covering the major issues facing international business. Not surprisingly, given the school's multicultural bias, much of their work has a global dimension.



Paddy Padmanabhan

Programme Director

The John H. Loudon Chaired
Professor of International
Management
Professor of Marketing

V. “Paddy” Padmanabhan is the John H. Loudon Chaired Professor of International Management, INSEAD-Singapore. Prior to joining INSEAD, he was the John K. and Ellen A. Wallace Distinguished Professor of Marketing at the Olin School of Business, Washington University (1998-2002) and Associate Professor of Marketing and Fletcher Jones Faculty Fellow at the Graduate School of Business, Stanford University (1990-1998). He has been a Visiting Professor at the Kellogg Graduate School of Management, Northwestern University.

Paddy is among the top 250 most highly cited scholars in the world in Economics and Business. His research has generated numerous honours including recognition for one of the top 10 papers published in the 50 years of publication of Management Science (1954–2004). He has consulting, executive teaching and expert witness experience with companies ranging from multinationals (e.g., Hewlett-Packard, Nokia, Syngenta, Coca-Cola, Lufthansa, Monsanto, Target, Japan Tobacco, Westpac, OCBC) to start-ups across Asia, North America, South America and Europe.



Bala Vissa

Programme Director

Associate Professor of
Entrepreneurship

Balagopal (Bala) Vissa is an Associate Professor of Entrepreneurship located at INSEAD's Asia Campus in Singapore. Bala's research focuses on building effective entrepreneurial networks in Asia. His research has received numerous awards and has appeared in prestigious academic journals as well as general media outlets. He also serves on the Editorial Review Board of leading academic journals.

Bala received his PhD in management from London Business School. Prior to his doctoral studies, he was involved in setting up and growing new businesses in different specialty chemical niches for Unilever (Hindustan Lever) in India. He is an alumnus of BITS, Pilani and IIM, Kolkata.



Neil Bearden

Programme Director

Associate Professor of Decision Sciences

Neil Bearden is an Associate Professor of Decision Sciences at INSEAD. He holds a PhD in Psychology from the University of North Carolina at Chapel Hill. Prior to INSEAD, he held postdoctoral positions at the University of Arizona in Management and Systems and Industrial Engineering, and was a Postdoctoral Fellow at Duke University, where he did research in neuroeconomics. Professor Bearden's primary research is on human judgment and decision making. He is particularly interested in how people represent and assess uncertainty, the interplay of memory and judgment, and how beliefs and expectations influence perception. He is also doing work in epistemology and philosophy of science, especially as it relates to empirical business research.

At INSEAD, Professor Bearden teaches Management Decision Making (MBA, EMBA); Uncertainty, Data and Judgment (MBA); and PhD courses on Experimental Design, Behavioural Decision Making, and Behavioural Economics. In addition, he teaches The Psychology of Decision Making in a number of executive programs in Asia and the Middle East.

Professor Bearden's research has been published in a number of academic journals, including Management Science, Organizational Behavior & Human Decision Processes, The Journal of Behavioral Decision Making, and Manufacturing & Service Operations Management. Professor Bearden developed and runs the INSEAD Futures Exchange, an electronic prediction market that is used in courses at INSEAD and Wharton.



Amitava Chattopadhyay

Programme Director

The INSEAD Chaired Professor
of Marketing and Innovation

Professor of Marketing

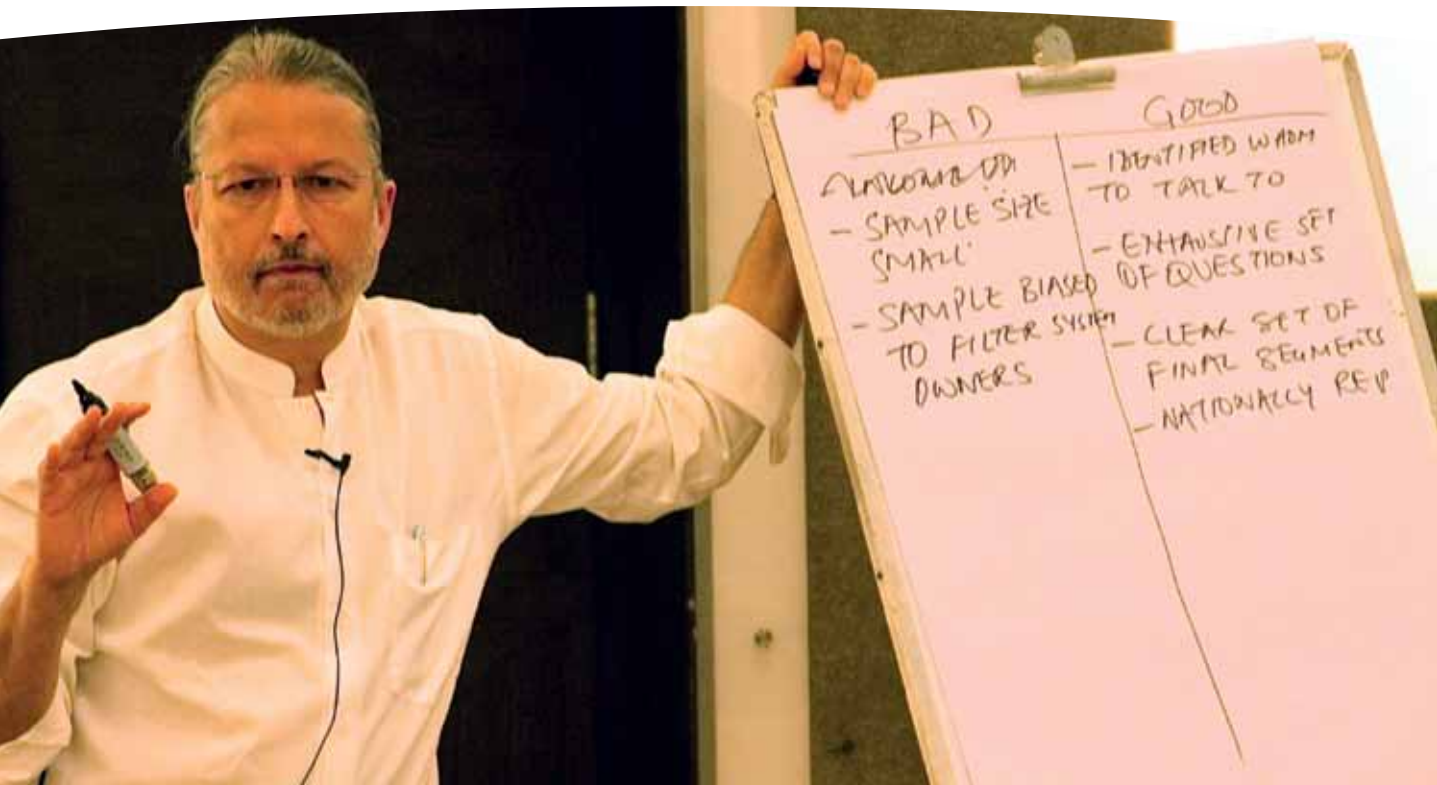
Amitava Chattopadhyay is an expert on branding and his research has appeared in leading journals including the Journal of Marketing Research, Journal of Consumer Research, Journal of Consumer Psychology, Journal of Marketing, Marketing Science, Management Science, International Journal of Research in Marketing, and Long Range Planning. Most recently, he has a book entitled The New Emerging Market Multinationals: Four Strategies for Disrupting Markets and Building Brands, that is set for release on June 15, 2012, by McGraw-Hill.

Professor Chattopadhyay is an Associate Editor at the Journal of Consumer Psychology, and an Area Editor at the International Journal of Research in Marketing. He is also on the editorial review boards of the Journal of

Consumer Research, Journal of the Academy of Marketing Science, Long Range Planning, Social Science Research Network, International Journal of Internet Marketing and Advertising, and the International Journal of Marketing Education. He has been a member of the Advisory Board of the Association for Consumer Research, and is currently serving on the Board of the Association. For his research, he has been the recipient of several awards, including the Robert Ferber Award. He is a Fellow of the Institute on Asian Consumer Insight.

Professor Chattopadhyay has developed and taught courses on branding, marketing strategy, communication strategy, consumer behaviour, marketing in emerging economies and international marketing for MBA and PhD students. He has taught in executive programs in Europe, The Americas, Asia, Australia and Africa. He is on the advisory boards of several companies and a consultant to multinational firms.

Professor Chattopadhyay holds a PhD from the University of Florida, a PGDM from the Indian Institute of Management, Ahmedabad, and a B.Sc. (Honours) degree from Jadavpur University, India.



Other INSEAD faculty members

Shantanu Bhattacharya

Associate Professor of Operations Management

James Costantini

Affiliate Professor of Strategy

Pushan Dutt

Associate Professor of Economics
Chair, Economics and Political Science Area

Horacio Falcao

Senior Affiliate Professor of Decision Sciences

Lily Fang

Associate Professor of Finance

Jay Kim

Associate Professor of Entrepreneurship and
Family Enterprise

Jasjit Singh

Associate Professor of Strategy

Ian Woodward

Affiliate Professor of Organisational Behaviour

Claudia Zeisberger

Affiliate Professor of Decision Sciences,
Entrepreneurship and Family Enterprise
Academic Director, Global Private Equity
Initiative

Visiting Faculty

Allan Filipowicz

Clinical Professor of Management and
Organisations
Johnson Graduate School of Management,
Cornell University

Christian Lundblad

Edward M. O'Herron Distinguished Scholar and
Professor of Finance
Kenan Flagler Business School

Krishnamurthy Surysekar

Associate Professor of Accounting
Florida International University

Corporate investment

Your participation in ILPSIE over 12 months demands considerable support from your company, whether its investment is through financial support or its endorsement of your time away in the programme – or both.

As a business school rooted in practice we acknowledge that all investments must produce an attractive return. It is essential that you communicate the mutual benefits of joining this programme to your company.

ILPSIE's multiple interventions and modular approach enable you to return to your workplace to apply the learning immediately.

Another important aspect of ILPSIE is the Personal and Leadership Development process, which is a long-term investment in developing you as a leader. The Leadership Development Plan and the peer-coaching engagements throughout the programme and INSEAD's Global Executive Leadership Inventory (GELI) will help you apply this learning at work immediately.



Career Services by Eruditus

INSEAD is globally recognised by companies as a renowned source for talent. Our programme partner, Eruditus, provides extensive outreach towards diverse career opportunities sought by our participants.

We understand that our participants have diverse needs for career support. We aim to add value through our tailor-made approach to your career needs, whether you are pursuing a successful career within your existing organisation or looking to use ILPSIE as a launch-pad to make a successful transition outside your organisation.

Defining Career Goals

In effort to help define your professional development goals, Eruditus offers a wide-range of activities, including self-assessments, career workshops, discussions with respective industry veterans and career conversations with Coaches, to facilitate your professional development.

The process is applicable and extremely relevant whether you aspire to transition within your organisation or beyond. In conjunction with your Personal Development Plan, you will work on a Career Advancement Plan with the help of Coaches, to formulate and identify your career goals.

Job search Facilitation

For participants aiming for an external job transition during ILPSIE, our career workshops held by Eruditus will help with preparation of resumé and essential interview skills, required at this level of senior management. The Industry speaker sessions during the modules and the INSEAD India Business Dialogue & INSEAD India Entrepreneurship Dialogue will provide numerous opportunities for networking.

Along with the career-related assessments and one-on-one coaching sessions, the participants will refine their Career Advancement Plan and will develop a targeted strategy towards their career transition. If you are self-sponsored, Eruditus can help you identify potential employers, discuss with decision-makers and connect with executive search firms. These services are available to participants through the course of ILPSIE until 6 months after graduation, to suit their pace and convenience.

Admissions and Fees

While there is no requirement for standardised tests like GMAT, admission to ILPSIE is highly selective. Most applicants have a proven record of leadership and impact. They aspire to transform the world around them and see ILPSIE as a stepping-stone to achieving greater success. If you think the above describes you, we encourage you to apply to the programme and look forward to discussing how we can help catapult you to further success.

How to Apply

Please note that the steps below must be followed for an application to be considered complete. All elements of your application form should be emailed in word or pdf (preferred) format to ILPSIE@eruditus.com

Application Form

Application forms will be available from the INSEAD and Eruditus websites:

<http://executive-education.insead.edu/ilpsie>

<http://www.eruditus.com/insead>

Essays

As part of the application form, there are four essay questions. The word limit is a maximum of 400 words for each essay.

- 1) Describe your career goals & aspirations - over the medium as well as long term horizon. What do you see as the biggest barriers to realize your career aspirations described above?
- 2) In your view, how (if at all) will participating in ILPSIE help you advance towards these goals & aspirations?
- 3) What are your three most significant accomplishments so far?
- 4) Looking back at your professional life, describe your biggest failure. What did you learn from it?

Two References

Please share the names and contact details of two people whom we may contact to evaluate your application. The people you nominate must have had meaningful interactions with you in a business context, should not be related to you and should be willing to talk to us about your application.

Interviews

All shortlisted candidates will go through an interview with INSEAD Alumni, before they are accepted into the programme.

Application Deadlines

Round 1: December 20, 2013

Round 2: February 2, 2014

Round 3: March 16, 2014

Round 4: April 20, 2014

ILPSIE follows rolling admissions. Considering the limited seats in the programme and all other things being equal, it is more beneficial to apply in an earlier round. Accepted Candidates from Round 1 and Round 2 also get an invite to the INSEAD India Business Dialogue in April 2014, besides having a special audience with the Programme Directors.

Application Fees

Round 1: 200 SGD

Round 2: 500 SGD

Round 3: 700 SGD

Round 4: 900 SGD

Please note that if a candidate is admitted and accepts admission, the application fee is adjusted within the Programme Fee.

Fees

The tuition fee is 48,000 SGD. The payment terms are detailed in the application form. It covers teaching fees, all academic material, accommodation for all week-long modules, lunches and selected dinners.

The tuition fee does not include transport expenses (domestic and international).

Financing

Company-Sponsored Participants

Companies can support the internal career advancement of their senior executives by sponsoring them through the programme. Sponsored participants will have a great opportunity to upgrade their skills and business context as they prepare for the next level of leadership. Companies that have sponsored their executives through INSEAD programmes have consistently found that the investment generates great returns.

A letter of financial support from the sponsoring company is required along with the standard application form by candidates whose companies are sponsoring them.

Please note that all sponsored participants will go through the same admissions process and will be subject to the same evaluation criteria as other applicants to the programme. No job search support will be provided for participants, who are partially/fully company-sponsored.

Companies interested in sponsoring their senior executives and which want to learn more about the programme should get in touch with Eruditus at ILPSIE@eruditus.com to schedule a one-on-one discussion with an ILPSIE advisor.

Education loan option for Self-Sponsored Participants

Financing by way of loans to meet programme fees and incidental costs is available to all participants through select financial institutions at competitive interest rates.

Please note that sanctioning of loans and decisions on collateral requirements will be decided by the financial institution disbursing the loan, at its sole discretion.

Please note that applying for financing by way of loans in no way jeopardises a participant's admission evaluation. However, in order to ensure that your loan is disbursed on time, we ask that all participants seeking loan financing meet the application deadline of March 16, 2014.

Programme Partner

Eruditus, founded by Alumni of INSEAD and Harvard Business School, delivers high quality executive education programmes to Indian corporates and participants. Eruditus collaborates with global business schools and renowned faculty in delivering programmes targeted at India's growing leadership talent pool.

With prior experience in the sphere of executive education globally, the team brings rich insights to its partners, corporates and participants. Whether it is structuring custom learning interventions, delivering open-enrollment programmes or helping global business schools in their India outreach, Eruditus follows a simple approach: "Global Insights. Indian Context."

Eruditus is the exclusive programme partner for ILPSIE programme. Prospective participants with questions on the programme are encouraged to contact them for further information.

All admitted participants must remit the programme fee in full to Eruditus within the deadlines stipulated in the acceptance letter. Eruditus will put participants requiring loan financing in touch with a financial institution for assistance.

For corporates which would like to sponsor their employees through the programme, please write to ILPSIE@eruditus.com to set up a meeting with an Eruditus representative to discuss next steps.



ERUDITUS
EXECUTIVE EDUCATION

Contact Us

Undertaking a one-year executive development programme is a major decision. We encourage you to learn more by meeting with a representative of our programme partner in India, Eruditus, to understand how this programme can transform your future leadership journey.

In addition to a meeting, you can also attend an open day organized by our programme partner, Eruditus, in major cities in India. This will allow you to learn more about the programme, ask questions, and meet with ILPSIE staff, potential participants and faculty.

For more details on these events and registration, we advise you to go to the ILPSIE page on the Eruditus website (<http://www.eruditus.com/insead>) or email Eruditus at ILPSIE@eruditus.com.



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