

NORTHWESTERN UNIVERSITY

**Kellogg**  
School of Management



# GLOBAL ADVANCED MANAGEMENT PROGRAMME



Businesses today are operating in an increasingly complex and competitive global environment. Today's leaders are expected to rise above their roles and tackle challenges head-on, achieve profitability, make consensus, rally their team towards excellence, stay ahead of the trends in their industry, and embrace uncertainty. The new kind of leadership is about balancing profits with purpose.

**T**he **ISB-Kellogg Global Advanced Management Programme (GAMP)** has been specifically designed and tailored to the unique needs of senior management. Bringing together two world-class business schools from two dynamic nations – the USA, a post-industrial economy, and India, a rapidly emerging superpower – gives global leaders a stimulating learning experience like no other.

In a volatile business landscape, leaders need to be ready with dynamic strategies to not only cope with but also capitalise on the opportunities presented by unpredictable scenarios. The top management of large global businesses need to equip themselves and their organisations with cutting-edge tools, competencies, and frameworks that deliver transformative results. As the face of the organisation, global leaders are responsible for elevating its brand equity, attracting investments and deals that deliver exponential value to all its stakeholders.

The phase I of the programme aims to prepare senior executives to shoulder comprehensive responsibilities of being a strategist, technologist, communicator, thinker, doer, all at once.

Customer-centricity, data analytics, driven by digital disruption is the driving force in how organisations do business, develop solutions, and will move towards a 'Bold Future'. This 'Bold Future' will need bold leadership driven by industry experts, skilled in creating innovative solutions and able to assist their organisations in driving and sustaining change. Human ingenuity along with data-driven decisions will result in breakthrough business outcomes. However, simply following a skills-based approach will not be enough; the next era leader will need to be a deeply human and a highly strategic leader, who knows how to collaborate and influence in order to drive results.

The phase II of the programme aims to complement phase I to guide senior executives on their path to becoming 'Bold & Intelligent Leaders'.

The programme examines challenges at the edges of business operations that give rise to novel management solutions and business model innovations. Designed to bring together a diverse set of senior corporate leaders, the programme delivers a multitude of contrasting peer perspectives from across industries that enrich the learning experience by giving rise to unpredictable, interesting interactions.

**“Companies rarely die from moving too fast, and they frequently die from moving too slowly.”**

**Reed Hastings, Co-founder, Chairman and Co-CEO, Netflix**



# Is This Programme For You?

This programme is for you if you are a senior executive with at least fifteen years of management experience, with strategic responsibility within your organisation. The likely job titles are: CEO, CFO, COO, President, Managing Director, Vice President, Regional Director, Country Manager, General Manager, and Divisional Director. Since the programme has an international focus, participants from Indian companies with regional and/or global presence, and foreign multinationals operating in India, and other parts of Asia and Africa stand to gain significantly by attending the programme.

## Key Takeaways

The programme will help you define and measure strategic leadership competencies for innovation, while architecting and implementing a holistic enterprise strategy and develop processes that are inclusive, transparent and value-driven.

- Lead your organisation effectively in today's economic landscape
- Gain sharp industry insights from within a fast-growing emerging economy
- Benefit from insights from the world's most influential, globalised country
- Master modern frameworks for strategic thinking and change management
- Understand yourself, your leadership characteristics, and competencies better
- Reflect upon your business, its activities, and your career as a business leader
- Equip yourself for the challenges of global business environments
- Develop powerful and practical strategies for analysing and shaping negotiations



## Programme Dates

### Phase 1

Indian School of Business,  
Hyderabad, India

TBD (February) 2024

### Phase 2

Kellogg School of Management,  
Evanston, Illinois, USA

TBD 2024

### Visa Notification

- In light of prevalent delays in procuring visas, for the immersion at Kellogg School of Management, Evanston, USA, participants are advised to expedite their applications for the selection process.
- In order to aid in the timely procurement of the visas, invitation letters would be issued from The Kellogg School of Management to enrolled participants, as needed.

**Fee INR 12,50,000\* + tax**

**(USD \$15,400\* + tax)**

\*Note: Based on the Exchange Rate value at the time of publishing this document. Fee includes food and accommodation at both the campuses or at an equivalent facility based on availability. Travel, visa charges, and airfare not included in the fee.

**Apply Now**



Gain from the unique expertise of two of the world's reputed business and management schools.

The Indian School of Business, ranked at the top amongst all business schools in India for research, collaborates with top minds in industry and government to develop ground-breaking thought leadership. ISB has developed rigorous intellectual capital and a vast number of case studies that explore critical challenges facing the organisations and leaders in these markets. Further, embeddedness in a rich ecosystem of business, government, and think tanks allow ISB to deliver practical knowledge and craft holistic learning experiences to both local and global companies looking to compete and succeed in emerging markets.

The Kellogg School of Management is known the world over for its human-centered approach to business management. It's a philosophy that unites the head and the heart to create a stronger, more complete leader. Today, what is taught at Kellogg is more critical than ever. Agility and rigor. Resiliency and resolve. Empathy and analysis. These are the capabilities you need to meet the pace of change—and find fulfillment in your work—for the rest of your career.

The ISB-Kellogg Global Advanced Management programme will help you define and measure strategic leadership competencies for innovation while architecting and implementing an all-encompassing enterprise strategy and develop processes that are inclusive, transparent, and value driven.

# Pedagogy



Case-study Approach



Faculty-led Discussions



Experiential Learning

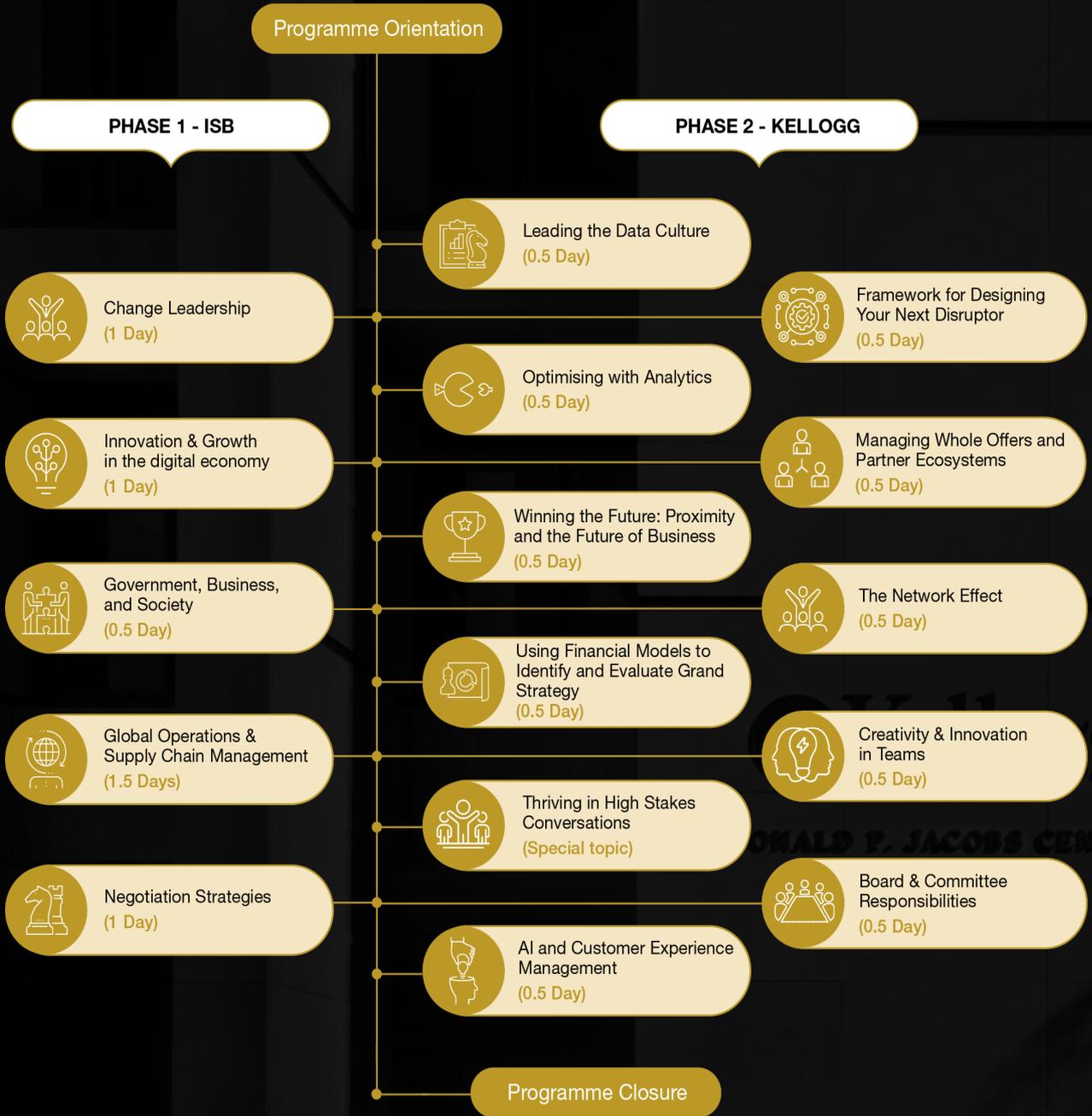


Peer-based Learning



# Programme Learning Journey

10 Days | In-Person Sessions



# Course Overview

## Change Leadership

This module begins by introducing you to the most current tools and frameworks in strategic analysis and scenario planning for a dynamic business landscape subject to perennial change. The action scenarios will be followed through with a wild ride into the future, exploring the unstoppable business challenges that are profoundly changing the operating context for global business. The module will challenge you to engage deeply with what the world of the future might look like and what this means for future customers, engagement with future talent and overall business relevance in the future.

## Innovation and Growth in the Digital Economy

This module focuses on identifying some of the technological forces that are driving disruption in today's business environment. Understand why incumbents in an industry fail to respond when technologies and markets change. Recognise shifts that are required within your organisation to respond to disruptive technologies and constant change. The objective of the module is to identify different classes of digital business models and the strategies they need to create competitive value. The module will also help you learn how incumbents can transition from industrial economy to digital economy business models and compete effectively with technical start-ups and giants.

## Government, Society, and Business

Deepen your understanding of the world economy and learn to tackle the various exigencies that it routinely gives rise to. Participants will get an opportunity to review medium and long-term economic trends that have far-reaching consequences and understand how they can position their business to benefit from the resulting structural changes. The subjects under examination will include the internationalization of the value chain, the role of quality and branding, the challenge of ageing demographics, the future of commodity prices, structural economic changes, reverse innovation, globalisation, currency manipulations and local production.



## Global Operations and Supply Chain Management

This module focuses on service and supply chain design, at both the tactical and strategic levels. A framework for global operations, supply chain strategy & structure will be explored. The module will also cover: Managing inventory and uncertainty across the global supply chain; Sourcing strategies; World-class business practices in Quality management; Product and process quality assurance.

## Negotiation Strategies

This module will enhance your understanding of the negotiation process and help you strategically evaluate your own strengths and weaknesses. Through concepts of human psychology, you will understand how to improve your influencing skills and leverage your position for mutually beneficial outcomes.

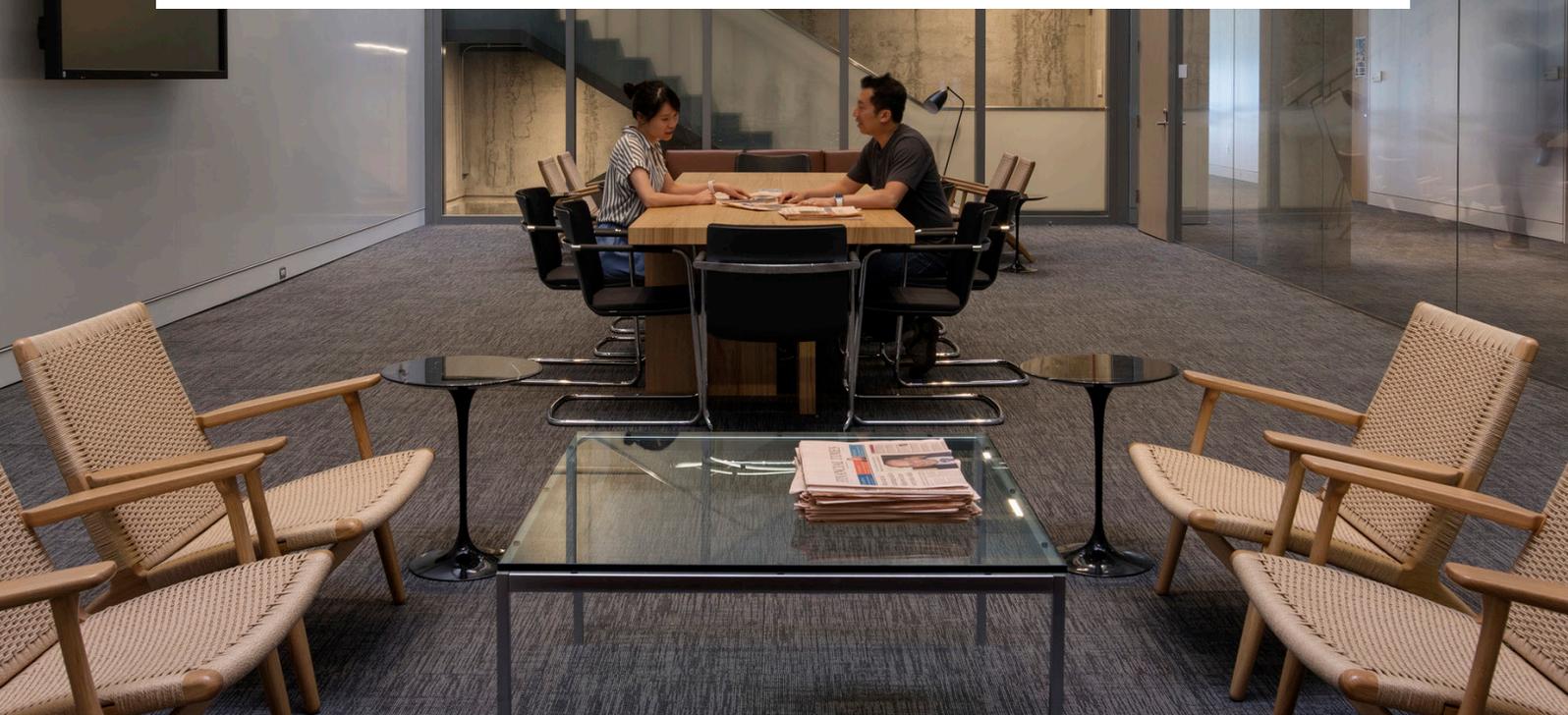
## Leading the Data Culture

This session focuses on the question, "How does an organization put data analytics and AI into actual practice to produce business value?" The foundation for doing so is building a data culture. The session explains what a data culture is. Then, we address the three key imperatives for using data and analytics to produce better business outcomes in a data culture: expecting, enabling, and encouraging. We focus particularly on the challenges of doing so in an established organization.

Finally, we explain each of the five different approaches that companies typically take to putting data analytics into practice. We discuss those that typically fail, and those that work partially, and then focus on the best practice approach, with examples of the best practices.

## Optimising with Analytics

Participants engage in a "real time" group case project that allows them to apply controls and utilize predictive tools to make prescriptions. Participants receive immediate feedback on their managerial decisions and are asked to refine their decisions to drive toward an optimal outcome.



## Winning the Future: Proximity and the Future of Business

Everyone talks about digital technologies, but few understand the strategic implications across industries-- and what that might mean for their own company's future. This session will share insight into the direction of all industries due to digital technologies-- a concept known as Proximity-- and share how to convert these insights into action. We'll explore how a few leading established companies, such as Walmart, Disney, Honeywell, and Generac are transforming their offerings and platforms to win, and how a few pivotal rapidly rising startups, like Unqork and FastRadius, are changing the game.

## Using Financial Models to Identify and Evaluate Grand Strategy

In this session we will learn how to identify corporate strategy by taking a deep look into financial performance and will use valuation models to evaluate the long-term viability of corporate strategy. More specifically, we will analyze the strategies of the tech giants Apple and Amazon and will evaluate the strengths and weaknesses of their strategies using valuation modeling.



## AI and Customer Experience Management

For companies to evolve from “sellers of machines” to “service providers” for clients, it is important for them to understand the customer experience and how to innovate on the customer experience. In this session, we will explore the principles of customer-centricity and customer experience innovation.

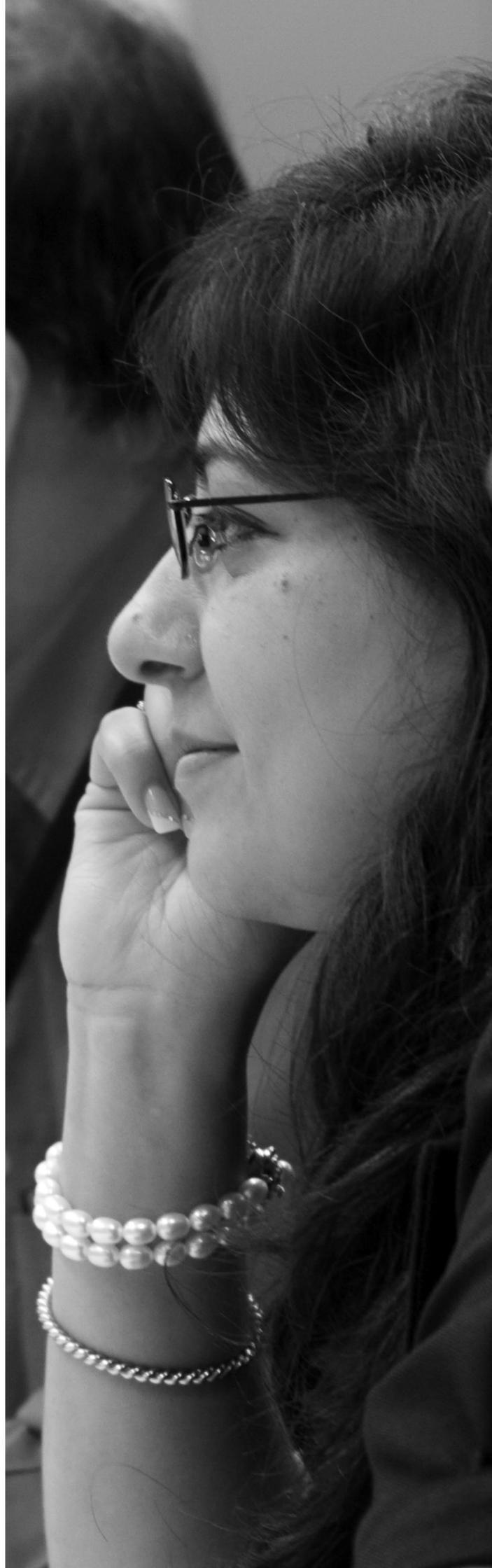
We will understand how to define the customer experience, map the customer experience journey and how innovate across each step in the customer experience. We will do an interactive exercise where participants will map the customer experience for their customers and identify opportunities for customer experience innovation. Participants will leave with actionable ideas they can implement in their business to improve customer satisfaction and revenues.

## Framework for Designing Your Next Disruptor

The forefront products of today quickly become the basic expectations of tomorrow. Leaders at modern organizations such as Airbnb, FedEx, Nike, and Samsung know that to stay at the forefront, you must continuously explore new user behaviors and create your next competitor - before someone else does. During this workshop you will experience how organizations like these are converging design and business thinking to drive growth and make innovation scalable — from idea, to prototype, to pilot. The key is in mastering methods to make four critical growth decisions:

1. Where to play (identifying new behaviors in desirable growth markets),
2. How to win (aligning leadership on unique insights and bold vision),
3. What to build (visualizing differentiated offerings and business models), and
4. When to fund (planning business prototypes and capital allocation).

This interactive session will leave participants with the conceptual framework for how to design their next competitor, along with tools and strategies to jump-start next-gen projects.



## Managing Whole Offers and Partner Ecosystems

"A stand-alone technology product rarely solves a complete customer problem. Mainstream customers expect technology companies to create "Whole Offers", which include the core product as well as all the complementary products, services and information needed to create a satisfactory Total Customer Experience (TCE). To create this "whole offer", technology companies need to assemble an ecosystem of partnerships and alliances that complement and enhance their core product. In this module, we will begin by defining the Whole Offer and the Total Customer Experience. We will look at how the Whole Offer evolves over time as the product becomes more widely adopted in the marketplace and as customer needs evolve. Next, we will discuss how to assemble the capabilities needed to deliver on the Whole Offer by considering "make, buy or ally" approaches. We will discuss how to create and manage a robust ecosystem of partnerships.

- Crossing the chasm and managing a whole offer product
- Product Partnerships at Scale
- Case Study & Examples: Tesla vs. Fisker

### The Network Effect

Although software has become easier to build, launching and scaling new products and services remains difficult. Teams launching new products must consider the advantages of "the network effect," where a product or service's value increases as more users engage with it. Apple, Google, Microsoft, and other tech giants utilize network effects, and most tech products incorporate them, whether they're messaging apps, workplace collaboration tools, or marketplaces. Network effects provide a path for fledgling products to break through, attracting new users through viral growth and word of mouth. But what exactly are network effects? How do teams create and build them into their products?

How do products compete in a market where every player has them? This class draws from examples of Slack, LinkedIn, Zoom, Dropbox, Tinder, Uber, Airbnb, and more, to provide practical frameworks and principles that can be applied across products and industries and offer unique insights into what is becoming the number one principle for scaling business and defending against competitors: The Network Effects.

## Creativity and Innovation in Teams

This interactive session focuses on how to build and lead a culture of creative collaboration. Creativity is the production of novel and useful ideas. Innovation is the realization of actual ideas in the form of products and services. We discuss the conditions that need to be in place for teams and organizations to create and innovate and how leaders and managers can set the stage for optimal performance. The session is rooted in the management science of creativity and illustrated with organizational applications. We dispel the common notion of the "creative genius". Instead, the focus is on how leaders, teams, and organizations can apply tools to improve their creative thinking and innovative capacity. We introduce 3 metrics for assessing creativity and 4 ways to classify the value of innovations. We dispel some crippling myths about creativity and introduce brainwriting, speed-storming, quantity (versus quality) and other techniques to tap into team creativity. We examine idea selection and the role of "idea champions".

## Board and Committee Responsibilities

The boardroom is a unique place, with its own set of protocols and behavioral norms. Most people who serve on boards are used to being in charge and need to moderate/modify these in order to be successful. In this session, an experienced CEO and Board member will share his perspective on Boards and Committees, with a focus on how things get done in the boardroom.



# ISB Executive Alumni Status

After successful completion of this programme, you will be awarded the ISB Executive Alumni status, formal recognition of your professional development.

**The privileges of this exclusive community include:**

- Personal ISB Email ID
- ISB ID card with unique ID No.
- Access to ISB Executive Network LinkedIn Group
- Access to the support team over the telephone
- 20% discount on open executive education programmes

**In addition to Executive Network benefits, ISB Executive Alumni are eligible to receive ongoing access to a variety of ISB research, information, and resources such as:**

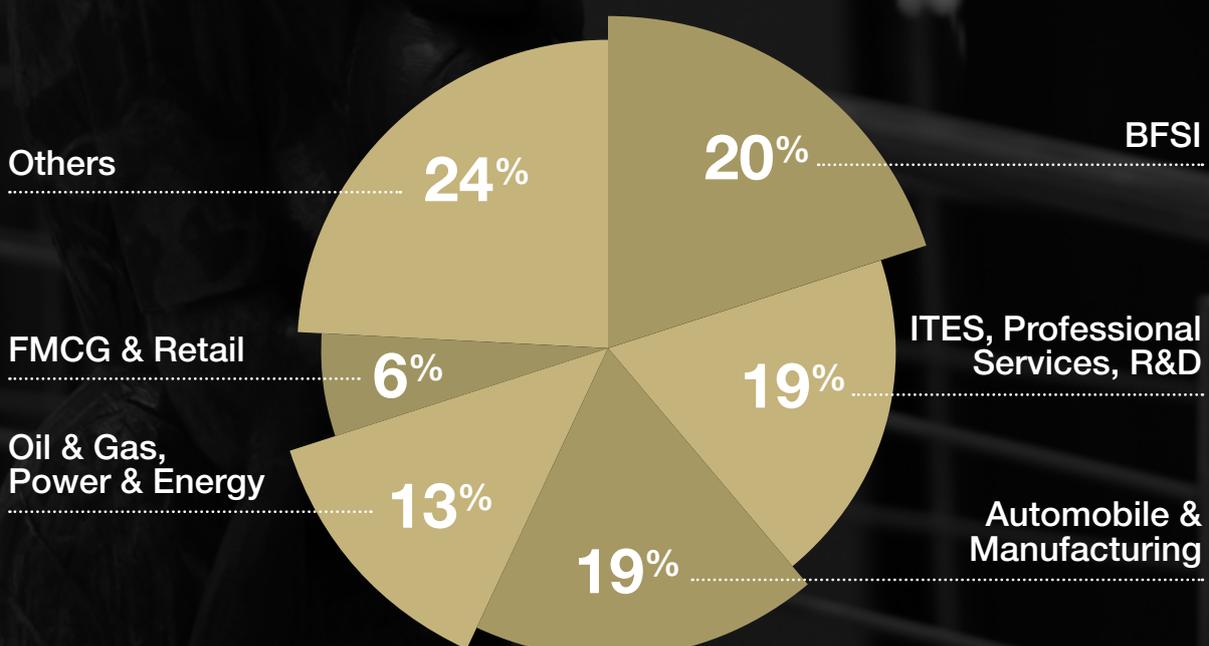
- ISB Research Reports
- Invitations to webinars and masterclasses
- Self-Help Articles and Development Tools
- Alumni Spotlight Series
- Women in Leadership Series
- ISB Executive Education Journeys, Stories, Articles, Blogs

## Past Participating Companies

- Ashok Leyland
- Orient Cement
- Zuari Agro Chemicals
- Axis Bank
- Morgan Stanley
- Reserve Bank Of India
- TATA AIA Life Insurance
- Dabur India
- Samsung Electronics
- Adobe Systems India
- L&T Technology Services
- Accenture
- Microsoft Corporation
- PricewaterhouseCoopers
- Bharat Petroleum Corporation
- Power Grid Corporation of India
- Reliance Industries
- Bennett Coleman & Co
- Oman Air
- UnitedHealth Group

## Industry Representation

Over the past 6 years



# Faculty



**Madan Pillutla**

Dean & Professor, Organisational Behaviour



**Deepa Mani**

Deputy Dean, Executive Education and Digital Learning



**Nandkishore Doreswamy**

Adjunct Professor (Practice), Marketing



**Milind Sohoni**

Professor, Operations Management



**Shamika Ravi**

Former Member, PM's Economic Advisory Council, India; Research Director @BrookingsIndia



**Alexander Chernev**

Professor of marketing at the Kellogg School of Management, Northwestern University

# Faculty



**Rob Wolcott**

Co-Founder & Chairman, TWIN Global,  
Adjunct Professor of Innovation



**Eric Anderson**

Polk Bros. Chair in Retailing Professor of  
Marketing Director Kellogg-McCormick MBAI



**Mohanbir Sawhney**

Associate Dean, Digital Innovation  
Director of the Center for Research  
in Technology & Innovation



**Efraim Benmelech**

Henry Bullock Professor of Finance & Real Estate  
Director of the Guthrie Center for Real Estate  
Research Director of the Crown Family Israel Center  
for Innovation



**Suzanne Muchin**

Clinical Associate Professor in Leadership  
Development and Communications



**Dan Kraemer**

Co-Founder & Co-CEO, IA Collaborative

# Faculty



**Harry Kraemer**

Clinical Professor of Management & Organizations  
former chairman and chief executive officer of Baxter  
International Inc



**Birju Shah**

Clinical Professor of Marketing  
Former Head of Product at Uber Health



**Tom O'Toole**

Associate Dean for Executive Education  
Clinical Professor of Marketing



**Leigh Thompson**

J. Jay Gerber Professor of Dispute Resolution &  
Organizations. Professor of Management &  
Organizations. Director of Kellogg Team and Group  
Research Center.



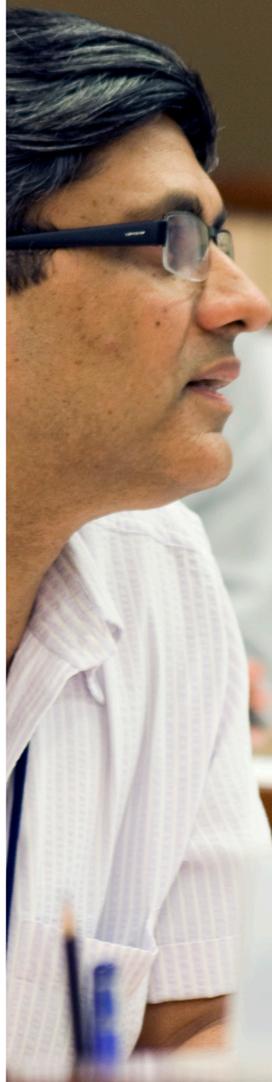
**Dashun Wang**

Professor of Management & Organizations  
Director, Center for Science of Science and  
Innovation (CSSI)



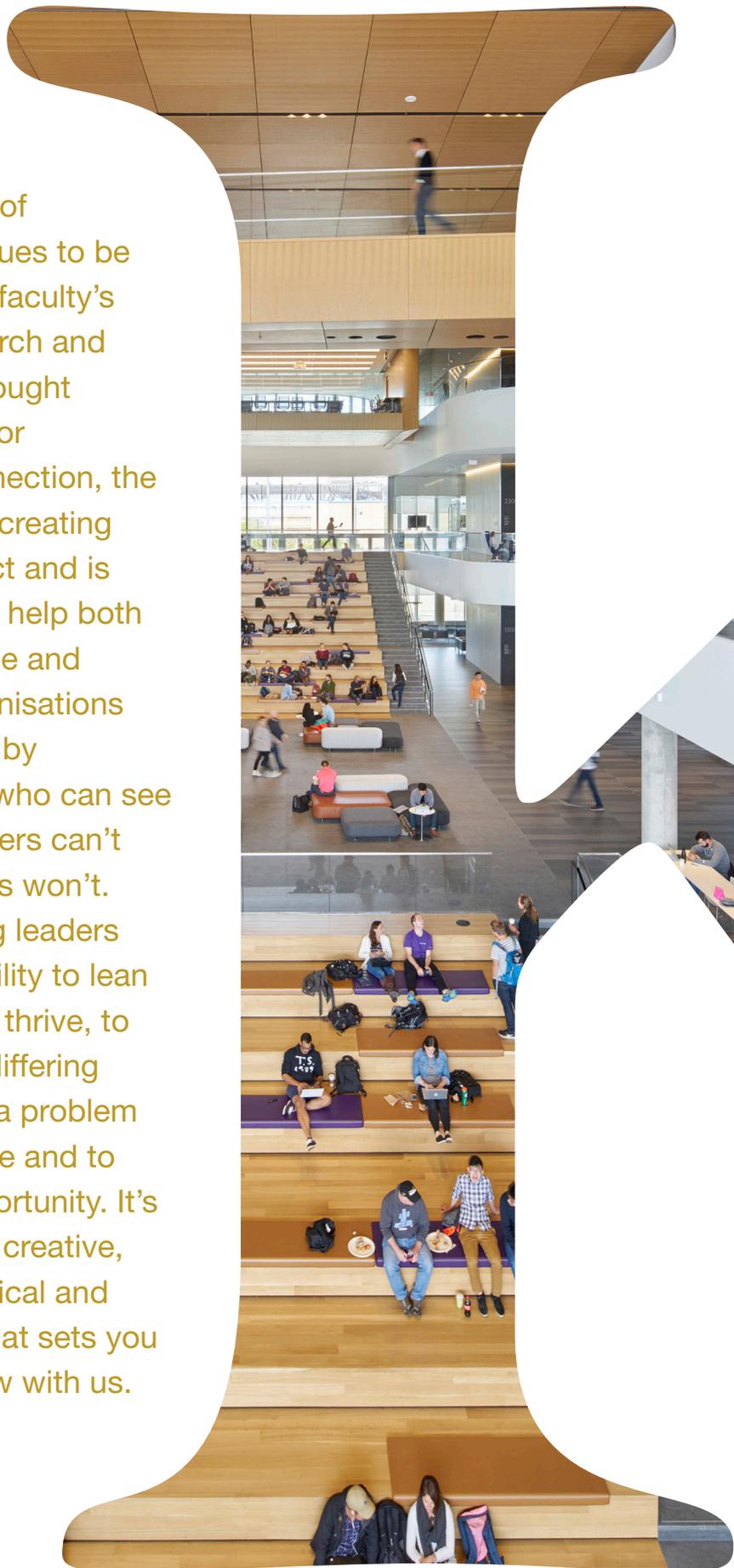
**Steven Franconeri**

Professor of Psychology, Weinberg College of  
Arts & Sciences Professor of Design, McCormick  
School of Engineering (Courtesy) Director,  
Northwestern Cognitive Science Program



The Indian School of Business evolved from the need for a world-class business school in Asia. The founders - some of the best minds from the corporate and academic worlds - visualised the leadership needs of the emerging Asian economies. They recognised that the rapidly changing business landscape would require young leaders with an understanding of the evolving economies but also with a global perspective. The ISB is committed to its role in creating such leaders through its innovative programmes, outstanding faculty and thought leadership.

The Kellogg School of Management continues to be recognized for their faculty's path-breaking research and industry-shaping thought leadership. Known for collaboration & connection, the school focusses on creating high business impact and is uniquely qualified to help both B2B and B2C service and product-based organisations meet that challenge by developing leaders who can see possibilities that others can't and act where others won't. What makes Kellogg leaders stand out is their ability to lean into uncertainty and thrive, to collaborate across differing opinions, to look at a problem from a different angle and to see the unseen opportunity. It's this unique blend of creative, collaborative, analytical and social intelligence that sets you apart when you grow with us.



Programme Advisors:

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To nominate members of your team:

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ISB Executive Education reserves the right to make changes in the programme without prior notice. Please check with marketing services for the final schedule.

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