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Adopt a values-based  
approach to success

# **ISB-DARDEN GLOBAL STRATEGY AND LEADERSHIP PROGRAMME**

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## **PHASE 1**

**JULY 27-31, 2018**

**INDIAN SCHOOL OF BUSINESS,  
HYDERABAD**

## **PHASE 2**

**OCTOBER 22-26, 2018**

**DARDEN SCHOOL OF BUSINESS,  
VIRGINIA**



**A**s the world has shifted from the globalisation of countries to the globalisation of individuals, organisations must focus on how to transform each individual's performance – to align with global standards and find an edge in the global context. Organisations driven by strong, clear, and cohesive values are well set on the road to success, both locally and globally. From the customers who engage with the business, to the people who drive its success, every stakeholder is impacted by the organisation's value system, since this shapes a company's vision, mission and strategy. The promise of this particular programme is to answer certain questions about your values, your organisation's value system, and what you bring to your organisation as a leader.

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**“There is a depth of learning and understanding that comes out of this programme that is unique and transformational. Led by passionate, world-class faculty from both Darden and ISB, participants embrace new perspectives as they share how their cultures perceive and address business issues, and identify common ground to build global collaboration and create value”.**

**Kelly Bean, President and CEO, Darden Executive Education**

# ISB-Darden Global Strategy and Leadership Programme

## Adopt a values-based approach to success

The 'ISB-Darden Global Strategy and Leadership Programme' (GSLP) is designed to give top and senior leaders a sense of purpose, and help define strategic perspective for their businesses. Through a mix of case studies, real-world analysis, peer discussions, and interactive activities, you will discover how your character traits influence the behaviour of the teams you work with. Special emphasis will be ascribed to creating a sustained winning edge, using values, shared vision and purpose as business advantage. This programme will help you develop a personal roadmap to transform your success in India and globally.



**"The Global Strategy and Leadership Programme is a truly international programme, bringing together two of the world's best schools in executive education: the Indian School of Business and the Darden School of Business. Meant for top and senior industry leaders, the programme focuses on two key themes for sustainable success: Global Strategy and Authentic Leadership. You will learn to lead with a set of core values and convictions that are timeless and boundaryless".**

**- Rajendra Srivastava, Dean and Novartis Professor of Marketing Strategy and Innovation, Indian School of Business**



# Purview of ISB-Darden GSLP

## Underlying elements of Globalisation



## Why this programme?

Hear what Professor S Venkataraman has to say on how the cross-cultural learning will help you gain the values of organisational behaviour and leadership across geographies.



## Key Concepts Covered

- Become familiar with research-based, global frameworks that will contribute to strategy formulation and implementation
- Explore concepts and skills associated with successful business endurance, evaluating business models and new opportunities
- Create a positive environment and inspiring direction for all stakeholders
- Develop a leadership style personalised to your strengths

## Programme Details

- A five-day Global Strategy Programme at ISB, Hyderabad
- A five-day Purpose Driven Leadership: Engaging Stakeholders Programme at Darden, Virginia
- Joint certification from both Schools
- Support from faculty and coaches
- Case-study and research-based learning
- Theatre-based experiential learning
- Personal plan for leadership advancement

## Programme Features

You can choose to participate in just the Global Strategy module (ISB) or participate in both Global Strategy (ISB) and Purpose Driven Leadership: Engaging Stakeholders Programme (Darden). If you choose to participate in the second phase at Darden, you will join a global cohort of senior leaders for an immersive learning experience.

Global Strategy	Global Strategy and Purpose Driven Leadership: Engaging Stakeholders Programme
Indian School of Business Hyderabad, India July 27 - 31, 2018	<b>Phase 1</b> Indian School of Business Hyderabad, India July 27 - 31, 2018  <b>Phase 2</b> Darden School of Business Virginia, USA October 22 - 26, 2018
Fee INR 2,50,000 plus GST @18%	Fee INR 6,00,000 plus GST @18%

*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.*



### **Global Strategy (ISB)**

Leaders provide vision and direction for the growth and success of an organisation. You need the skills and tools not only for strategy formulation and implementation, but also for learning from the environment, managing change, and providing a sense of direction for sustainable growth.

Topics like Learning, Managing Change and Creating Innovative Organisations are addressed to enable your transition from Global Strategy to Global Leadership.

You will also learn other key concepts like the macro-economic factors impacting strategy and strategic value creation. Then, to bridge the missing link between strategy and performance, the curriculum of this programme will also cover the formulation, evolution, and efficient execution of strategy in a global context.



### **Purpose Driven Leadership: Engaging Stakeholders Programme**

Leadership methodologies focused solely on profit are no longer viable in today's rapidly changing business environment. Sustainable success can be achieved by creating value for your organisation's stakeholders through commitment to a shared vision. Lay the groundwork for long-term influence, tapping into your values so you can inspire your team to work toward common goals.

Through case study discussions and coaching, leaders will test how their ideas of purpose-driven leadership compare to real choices and outcomes in the marketplace.

You will also leave the programme with an immediately actionable plan to continue developing the ideal habits, principles and strengths that will guide your leadership journey in the future.

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#### **For more information, explore:**

[https://www.darden.virginia.edu/  
executive-education/short-courses/  
true-leadership/](https://www.darden.virginia.edu/executive-education/short-courses/true-leadership/)

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**“I was very impressed with how the Indian cohorts brought philosophy into business, with committed values - being able to articulate these values and business together, in a way I had never heard before”.**

**Alexandria Searls, Lewis and Clark Exploratory Center**

## Who should attend?

- Top and Senior Executives involved in the development of business strategy; CEOs, heads of enterprises, business units, functions, strategic planning, etc.
- Senior Executives of large and medium-sized enterprises who are, or will be responsible for strategy execution in their firms.
- Executives who are responsible for competing in global markets.

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## Levels

SENIOR | TOP MANAGEMENT

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## Indicative list of Past Participating Companies

Larsen & Toubro Technology Services Ltd

NTPC Ltd

Power Grid Corporation of India

Usha International Ltd

Union Bank of India

Levi Strauss India Pvt Ltd

Reliance Industries Ltd

Alicon Castalloy Ltd


Hilton Worldwide

Cobham

U.S. Army

Vermont Air National Guard

**This programme is for you if you recognise the value in challenging your assumptions, questioning the status quo, and shifting out of your home-context and comfort-zones to reassess how you perform as a leader and the value you add to your organisation.**



**Throughout my career, I've been interacting with global stakeholders. So a global outlook on leadership happens within your own organisation – with trainings, etc. But learning and experiencing it in a global context was a very different experience – especially meeting people from diverse backgrounds – non-profit, people for-profit, from the US department, and of course the Indian classmates – again from all different backgrounds. Being in the midst of it all is what makes it an out-of- this-world experience, which you apply to your work environment.**

**Ranjana Deshmukh, Softype Inc**



# Faculty



**Amir Ullah Khan** teaches at ISB's CEE and at the Foreign Service Institute of the Ministry of External Affairs, Government of India. He is a Policy Advisor to the Copenhagen Consensus and the Bill and Melinda Gates Foundation.



**U Srinivasa Rangan** holds the Luksic Chair Professorship in Strategy and Global Studies at Babson College. His teaching, research, and consulting activities are in the areas of strategy, globalisation, alliances, and entrepreneurship.



**S Venkataraman** is a MasterCard Professor of Business Administration at the University of Virginia, Darden School of Business and teaches MBA and executive-level courses in Strategy, Entrepreneurship and Ethics.



**R Edward Freeman** is an Elis and Signe Olsson Professor of Business Administration at Darden. He has received numerous recognitions from institutions all over the world and has presented at several conferences around the globe.



**David L Newkirk** is Strategy and Leadership Advisor and Former CEO, Darden Executive Education. With 30 years of business experience spanning several continents, Prof Newkirk currently consults full-time for global corporations on issues of strategy and leadership.



**Bidhan L Parmar** is Assistant Professor of Business Administration at Darden. He teaches Ethics and Collaboration. He was recently named one of 'The World's 40 Best B-School Professors under the Age of 40', by Poets and Quants.





**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.

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**"I manage a team of agents in India and other countries. We've always discussed global strategy, but when we interacted with people from other countries, we gained insights on how they view the world and look at change. Today, with things changing rapidly, I think it's very important to know how other people and countries look at business, so you can understand business from that perspective, and take yours across the boundaries".**

**Nityam Khosla, Team Global Logistics**

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**The Darden School of Business** is the graduate business school, associated with the University of Virginia in Charlottesville, Virginia, USA. University of Virginia, founded in 1819, is a cradle of innovation, where teachers and scholars work together to invent the future by boldly pursuing knowledge and introducing world-changing ideas. The School, founded in 1954 offers MBA, PhD and Executive Education programmes. It was recognised by the Financial Times as one of the top schools in the world for Executive Education. Faculty and programme design are always ranked as number one and two.

# How to apply

Download the application form at [www.isb.edu/cee/apply](http://www.isb.edu/cee/apply) and follow the mailing instructions mentioned therein (or)

Write to us at [execed@isb.edu](mailto:execed@isb.edu) (or)

Call us on +91 40 2300 7041/42

[Click here](#) to know further about the programme.



UNIVERSITY  
of VIRGINIA

DARDEN  
Executive Education

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Marketing Services, Centre for Executive Education


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