BUILDING A GLOBAL ENTERPRISE—INDIA

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
Juan Alcacer and Tarun Khanna (faculty chair)
**WHY HARVARD BUSINESS SCHOOL?**

This is where world leaders convene. At Harvard Business School, you will do more than prepare for the next step in your career. You will develop the worldview, strategic skills, and leadership capacity to master the complex global challenges that face your company today.

**The Case Method**, pioneered by Harvard Business School, is a proven tool for expanding your leadership capability and expertise. No other program puts you face to face with the faculty who wrote the cases and experienced the outcomes.

**A Diverse Group of Accomplished Peers** will share their unique perspectives and life experiences. You will leave with a business network that spans functions, industries, and the globe.

**Our Global Curriculum** integrates the best practices and cultural insights of the world’s top businesses. You will return with the latest strategies for achieving your company’s goals—and your career objectives.

**Full-Time Harvard Business School Faculty** members teach every course. Drawing on proven business expertise and field-based research, they will engage you in an unparalleled learning experience.

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**Admissions**

**Application Process** – Please visit [www.exed.hbs.edu](http://www.exed.hbs.edu) for complete admission requirements and to apply online. Applications are requested at least four weeks before the program 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 organizational responsibility. No formal educational requirements apply. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and HBS expects full commitment from both. While participants devote time and intellect to the learning experience, sponsoring organizations agree to relieve individuals of their work responsibilities during the program.

**Program Fee** – The program 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 program, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

**Connect With Us**

For more information, please contact our Client Services team at:

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