



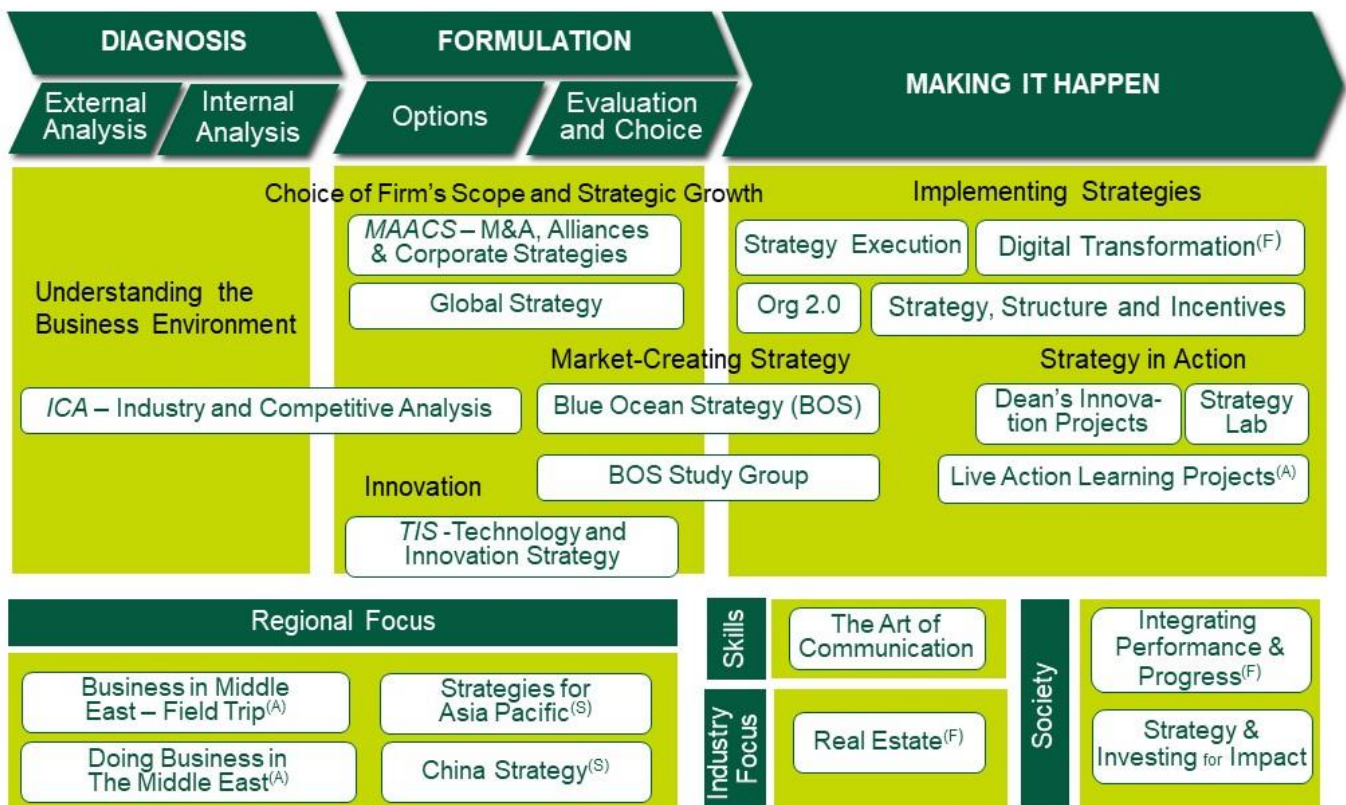
# STRATEGY

## Introduction to the Strategy Curriculum

Strategy is at the heart of the general management education. It explores how firms compete and what they need to do to be successful. Clear strategic thinking should inform the decisions of every general manager and is the basic competence of management consultants everywhere. For these reasons, strategy electives are a part of almost every MBA's curriculum.

Our electives are designed to build your skills in formulating and implementing strategy. We build on the ideas in the strategy core course to develop much deeper knowledge on managing strategically. We offer a rich array of over 20 electives, as depicted in the map below:

### MBA STRATEGY ELECTIVES



(A): Abu Dhabi only, (F): Fontainebleau only, (S): Singapore only – otherwise offered in both Fontainebleau and Singapore

We offer a wide range of electives across both campuses that seek to build these basic competences, allowing each student to tailor their curriculum to their own interests and career goals. To get a proper grounding in strategy, we particularly encourage students to take at least one course from each of the three areas above.

# STRATEGY

## Course Calendar

<b>Period 3 (January –February 2020)</b>	<b>Campus</b>	<b>Credit</b>
<a href="#">Doing Business in Middle East</a>	--/ AD / --	--/ 0.5 / --
<a href="#">Live Action Learning Projects</a>	--/ AD / --	--/ 1.5 / --
<a href="#">M&amp;As, Alliances and Corporate Strategy</a>	FBL / SGP	1 / 1
<a href="#">Org. 2.0</a>	FBL / SGP	0.5 / 1
<a href="#">Strategies for Asia Pacific</a>	-----/ SGP	-----/ 1
<a href="#">Strategy, Structure and Incentives</a>	FBL / SGP	0.5 / 1
<a href="#">Technology &amp; Innovation Strategy</a>	FBL / SGP	1 / 1
<a href="#">The Art of Communication</a>	FBL / SGP	0.5 / 0.5
<a href="#">Business in Middle East (Fieldtrip)</a>	--/ AD / --	--/ 0.5 / --
<b>Period 4 (March-April 2020)</b>	<b>Campus</b>	<b>Credit</b>
<a href="#">Blue Ocean Strategy</a>	FBL / SGP	1 / 1
<a href="#">China Strategy</a>	-----/ SGP	/ 1
<a href="#">Digital Transformation of Society, Industries and Companies- A</a>	FBL/ --	1 / ----
<a href="#">Industry and Competitive Analysis</a>	FBL / SGP	1 / 0.5
Strategy Execution	<a href="#">FBL</a> / <a href="#">SGP</a>	0.5 / 0.5
<a href="#">The Art of Communication</a>	FBL / SGP	0.5 / 0.5
<b>Period 5 (May-June 2020)</b>	<b>Campus</b>	<b>Credit</b>
<a href="#">Blue Ocean Strategy Study Group</a>	FBL / SGP	1 / 1
<a href="#">Dean's Innovation Projects</a>	FBL / SGP	1 / 1
<a href="#">Digital Transformation of Society, Industries and Companies- B</a>	FBL / -----	1 / ----
Global Strategy	<a href="#">FBL</a> / <a href="#">SGP</a>	1 / 0.5
<a href="#">Integrating Performance &amp; Progress</a>	FBL/ --	0.5 / ----
<a href="#">Real Estate</a>	FBL /-----	0.5 / -----
<a href="#">Strategy &amp; Investing for Impact</a>	FBL / SGP	1 / 1
<a href="#">Strategy Lab</a>	FBL / SGP	0.5 / 0.5
<a href="#">Moral Philosophy: A primer</a>	FBL	0.5 / ----

## Period 3 (January –February 2020)

Period 3 (January –February 2020)	Campus	Credit
<a href="#">Doing Business in Middle East</a>	--/ AD / --	--/ 0.5 / --
<a href="#">Live Action Learning Projects</a>	--/ AD / --	--/ 1.5 / --
<a href="#">M&amp;As, Alliances and Corporate Strategy</a>	FBL / SGP	1 / 1
<a href="#">Org. 2.0</a>	FBL / SGP	0.5 / 1
<a href="#">Strategies for Asia Pacific</a>	-----/ SGP	-----/ 1
<a href="#">Strategy, Structure and Incentives</a>	FBL / SGP	0.5 / 1
<a href="#">Technology &amp; Innovation Strategy</a>	FBL / SGP	1 / 1
<a href="#">The Art of Communication</a>	FBL / SGP	0.5 / 0.5

Period 3+ (March 2020)		
<a href="#">Business in Middle East</a> (Fieldtrip)	--/ AD / --	0.5

**Regional Focus**

## Doing Business in Middle East (Abu Dhabi)

P3 - January/February 2020 - open to Fontainebleau & Singapore Classes (0.5)

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The main activities are panels, speakers and company visits in Abu Dhabi and Dubai.

Each group will develop a presentation on a specific theme that will be featured in the Dubai Talent Networking Forum.

There will be several days in Dubai with company visits and networking with alumni

### Sample Themes

- The UAE as a transportation hub
- The UAE as a hub for doing business in Africa
- Venture capital and entrepreneurship
- Human capital policies
- The oil and gas industry in the Middle East
- Private Equity in the Middle East
- Prognosis for renewable energy in the UAE
- The Investment management industry in the UAE
- Middle Eastern sovereign wealth funds
- Telecommunications industry in the UAE/Middle East

## Live Action Learning Project (Abu Dhabi)

P3 - - January/February 2020 – open to Fontainebleau & Singapore Classes (1.5)

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There is increasing interest among leading business schools in field-based learning. INSEAD continues its long tradition of employing and developing diverse teaching methods in its Abu Dhabi Module by incorporating a project based on a “Live Case”. For this project, student groups of 5-6 participants will be matched with companies active in the region. They will analyze an important strategic challenge or opportunity for their company, produce a recommendation in a presentation, and report to be delivered at the module’s conclusion. The project will permit students to deepen their understanding of concepts and techniques acquired from the core courses in the MBA Programme. Knowledge about the UAE and the region acquired during the Module will also be deepened through this process.

Student learning will be enhanced through discussions with the faculty sponsor for each project. While details and capacity have not yet been finalized, it is expected that volunteers from Booz and Company and McKinsey and Company will support learning through meeting with students and offering insights, questions and suggestions about the work both initially and at the project mid-point when students return to the UAE.

It is expected that final projects will be selected by early November. At that time projects will be matched to teams of 5-6 students. During the first residential block in the first week of January, teams will meet with their project sponsors and with consultant volunteers, gather data, and decide on a work plan. Upon returning to their home campus, students will continue to work on projects at a commitment level commensurate with a 1.5 elective course. During the second residential block at the end of Period 3, students will again meet with project sponsors and consultant volunteers for an interim project review. After completing their project during the first weeks of Period 4, teams will return to the UAE for final presentations during on March 24, 2013.

Projects can span a wide range of topics depending on student, faculty and project sponsor interests. In October, many different possible sponsors are being solicited by faculty, students and alumni. For example, projects are being actively considered from Booz and Company, from Dubai Holding and from Mubadala.

# M&As, Alliances and Corporate Strategy (MAACS)

P3 – - January/February 2020 – Fontainebleau (1) / Singapore (1)

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Most large companies today consist of multiple business units that are managed through a corporate centre; a firm's definition of its corporate strategy and the choice of its scope are therefore of great importance. Mergers and acquisitions (M&A), alliances and joint-ventures are critical means of altering and achieving the firm's desired scope. At the same time M&A, alliances and joint-ventures have become a major area for advisory services. Hence, managers, financial advisors/investment bankers, and strategy consultants require a thorough understanding of corporate strategy, mergers & acquisitions, and alliances. This course explores the challenges that firms face when choosing their corporate strategy to compete as multi-business units. It explores the various modes available to the firm in detail, such as M&A, alliances and joint-ventures. The objective of the course is to give you a thorough understanding of corporate strategy, M&A, and alliances, and to give you a set of tools for making good corporate strategic decisions, and for using M&A and alliances.

The course consists of three parts. The first part explores the firm's decision of choosing/defining its corporate strategy and scope. The second part focuses on M&A as corporate strategy tool. The third part will focus on the firm's use of alliances and joint adventures to implement its corporate strategic choices.

## Who should take this course?

The course is particularly useful for those intending to become investment bankers or strategy consultants as well as those who plan to work in corporate development functions or in corporate HQ within multi-business firms. It should normally come after students have been exposed to basic strategy and finance courses through the core courses. Prior experience in consulting or other jobs exposed to strategy or M&A or alliance issues is useful but not essential. Please note that auditing this course is not possible.

## Implementing Strategies

## Org. 2.0

P3 - January/February 2020 - Fontainebleau (0.5) / Singapore (1)

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This elective will bring you to the cutting edge of how we use analytics today to re-design organizations. The suite of new ideas that characterize Org 2.0 represents a major change from the old heuristic-based approaches (Org 1.0) to designing the “boxes and arrows” of organization charts.

The tools are diverse and cover Perception (i.e. what is happening in the organization now), Prediction (i.e. what is likely to happen in the future, based on sophisticated extrapolation of past data) and Prototyping (i.e. what is likely to work based on pilot tests).

The specific skills you will learn about include:

- How to think about complex organizations by breaking them down into a few basic building blocks or “micro-structures”
- Using graph theory to map networks of interaction within organizations
- The use of machine learning to answer the fundamental “people” questions in organizations: whom to hire, develop and retain?
- Prototyping organizational changes in silico using agent-based models
- Using A/B testing (a.k.a. Randomized Controlled Trials) to know rather than guess which organizational designs will be effective

This course will involve significant in-class group work, discussion of readings and cases, as well as external speakers.

No prior technical background is presumed, as the course is designed to be useful to anybody who manages designs or leads organizations, regardless of their prior education. To learn more about how the course design accomplishes this, please see:

<https://knowledge.insead.edu/blog/insead-blog/organisation-design-based-on-science-not-superstition-6531>

Please note that class size is restricted to allow the pedagogical design to work effectively.

# Strategies for Asia Pacific (SAP)

P3 - January/February 2020 - Singapore (1)

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Asia has proved an unexpectedly tough environment for non-Asian firms and their managers. A BCG study of large Western firms concluded that while 34% of the potential market for their products was in Asia, the region only accounted for 14% of sales. In a follow-up study, none of the responding firms reported having the resources necessary to succeed in emerging markets.

Research suggests that the key problem is a lack of knowledge about how to do business abroad in general and in Asia in particular. Outside managers are often surprised at how different Asian markets really are; they are unclear about how to formulate successful entry strategies; and they know little about how to manage people and operations under conditions that are very different from those found at home. Company training programs and standard business school curricula typically do not prepare managers for these challenges.

Objective of this course is to give you an edge over the competition by

- helping you understand how different Asian markets function,
- giving you frameworks to prepare for successful market entry, and
- helping you comprehend and avoid the key sources of friction non-Asians face when managing Asian operations.

## Who should take this course?

You should consider taking this course if you expect to be engaged in business with/in Asia over the next 20-30 years of your careers and would like to be successful in this.



# Strategy, Structure and Incentives

P3 - January/February 2020 - Fontainebleau (0,5) / Singapore (1)

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Incentives and decision rights are the core building blocks of strategy implementation. Change the incentives or change the decision rights, and you will change how people act. However, how will people act in response to any given (change in) incentives and decision rights? The answer is often surprising, and unfortunately far from the intended consequences of the original (re-)design.

In this class, we will draw on cutting-edge research from organizational economics, human resource management and strategy implementation to better understand and predict employee responses to common forms of incentives and organization designs. We will study how modern organizations manage these issues, and what common pitfalls exist that we can learn to avoid. By the end of this course, you will be better equipped to predict the likely intended and unintended consequences of a given incentive and organization design, and be able to anticipate the inevitable pressure points in any design that require continuous management.

In 7 (or 3.5 for a mini) double sessions, you will learn:

- How to design pay structures (wages/bonuses/stock) to elicit desired behaviors
- How to design and incentivize teams to encourage cooperation and trust
- How to recruit the right employees for successful incentive implementation
- How to design organizations to encourage both initiative and cooperation
- How to design organizations to allow successful scaling (\*only covered in full version)
- How big data and artificial intelligence affect incentive and organization design
- How incentives and organization design shape organizational culture

Along with *Industry & Competitive Analysis (ICA)*, *Strategy, Structure and Incentives (SSI)* is part of a two-course strategy sequence that explores in depth how firms create and capture value. SSI's focus is internal (organisational "architecture"); ICA's is external (market competition). **Note that neither course is a prerequisite for the other; students may take them in any order.**

## Who Should Take This Course?

This course should be taken by anyone that at some point will have to think about incentive and organization design and its consequences. Either because they will manage a firm as a founder or as a general manager, advise a firm as a consultant, need to re-design a firm as a PE or VC or need to value a firm and its business strategies. These are core concepts for organizations.

# Technology & Innovation Strategy

P3 - January/February 2020 -- Fontainebleau (1) / Singapore (1)

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Technology change and innovation affect every domain of business, changing the face of industry at an accelerating pace. Yet few leaders accurately understand these patterns, leading to failure that undermines companies, projects, and careers. In this 7 double-session course we will explore the big questions of technology and innovation, such as:

- How to recognize, survive, and even defeat disruptive technologies
- How to create new industries and commercialize new technologies
- How to find the profit pools in new versus maturing technologies
- How to expand your vision from products to systems and from firms to ecosystems
- How to discover and bring new innovations to market

Exploring these topics will allow us to address the many puzzles of technology innovation, such as why do customers reject great innovations, why does listening to customers sometimes lead to failure, why do inventors fail to capture the value of their innovations, when does great execution lead to failure, and why do passionate managers often fail when they try to innovate?

We will explore these puzzles by doing a deep dive into critical innovation ideas such as disruption, diffusion, interdependence, platforms, systems hybrids, and new market creation. Although these theories have boring labels, and you may even believe you already understand them, we will use these theories to transform the way you think about innovation in both new and established companies. How? We will learn, then break, then remake these frameworks so that you have the sophistication to use them to lead real change during your career. To do this we will use double sessions exclusively to explore technology and innovation strategy frameworks during an initial case discussion, then break and remake these frameworks through application to current technology battles and innovation dilemmas.

## Who should take this course?

Technology and innovation affect every aspect of life. Individuals who understand the patterns and process of innovation will prosper themselves and their companies. Although all could benefit from a sharper understanding of technology and innovation strategy, students who want to enter consulting, investment, c-suite, or create their own companies will likely find the insights from the course particularly critical for their career.

## Personal skills

# The Art of Communication

P3 — January/February 2020 - Fontainebleau (0.5) / Singapore (0.5)

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If you want to succeed on all levels in today's business world, excellent communication skills are absolutely vital. That's why for the past ten years, the GMAC Corporate Recruiters Survey (published in June each year), has consistently placed oral communication skills in pole position, or within the top 3, of the skills criteria recruiters want when they look to hire you.

The unique nature of the INSEAD MBA will change the way you do things throughout your career. You will constantly need to inspire those around you to do things differently. Whether you are delivering a key message one to one, to a team, to the board, or to stakeholders, pitching to potential clients for that crucial contract, launching a start-up, new product or service, being interviewed for a new job or a promotion, or presenting at a conference or live event, people need to be convinced by what you are saying. This is achieved by the winning combination of the right content and the right delivery.

**We have produced a powerful Art of Comms App for you to prepare for the course.**

It incorporates video tutorials that guide you through the techniques, methodologies and physical exercises to get you fit in the arena of communication. After the course you will have a great source of reference, coaching and regular exercises to keep you fit and on track.

[www.artofcomms.com](http://www.artofcomms.com)

During the course you will deliver individual and team presentations and handle questions from the audience. All your presentations are filmed for you to immediately copy to your laptop. The style is lively, informative and highly interactive. [This short video explains more.](#)

**Objectives:** to maximise your impact in business communications by helping you to...

- Assess and understand your audience in order to capture their interest
- Structure a clear and concise message that gets to the point and keeps to time
- Develop strong voice skills and use them to maximise audience attention
- Understand the vital impact of good body language and put it into practice
- Use professional techniques to overcome nerves and enhance your confidence
- Improve your presentations in English where it is not your first language

**You should take this course...** if you are serious about enhancing your executive presence and your communication & presentation skills; in service of getting your ideas across in a clear and concise manner, having a positive impact on others and your organisation and getting your voice heard, to bring about change and get things done.

If you are serious about empowering yourself to land that job, to secure that start-up investment, to get sign-off on your proposed project, to get people to believe in you and what you are doing.

(Please note: We don't cover written communication skills on this 2-day course).

## Business in Middle East (Abu Dhabi fieldtrip)

P3+ - Break Feb/March 2020 – open to Fontainebleau & Singapore Classes (0.5)

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Through classroom lectures, site visits and talks with local business leaders and regional experts, students will learn about the challenges and opportunities in Abu Dhabi, the UAE and the broader region. While the region is important economically in its own right, many of the challenges in the UAE are shared by other fast developing parts of the world. The course will therefore attempt to examine regional specifics while placing developments in the region in the larger global context. To accomplish this, the Module will emphasize three different themes.

**First, specific features of the regional environment will be examined.** These will include the impact of geopolitical considerations on doing business in the region, the challenges and opportunities in leveraging female talent in the region, importance and implications of Islamic Banking for the region and the implications of the Arab Spring for economic development including government budgets in the Arab world. Demographics, employment and human capital the middle east. Use of digital ICT technology (including social media, mobile phones) and its impacts on Arab society.

**Second, we will consider the economic development strategy of the UAE and the associated business and career opportunities.** Specific topics will include Abu Dhabi as a major energy player and prospects for energy diversification; the UAE as a major global transportation hub (air and shipping); Abu Dhabi as a home for high-tech clusters (e.g. semiconductors, aircraft, renewables); Dubai and the UAE more generally as a hub and regional HQ for MENA region growth; the prospects for entrepreneurship in the region; and the real estate market in the UAE.

**Third, given the great concentration of wealth we will consider various finance topics** including sovereign wealth funds, private equity, venture capital, and the investment management industry.

## Period 4 (March-April 2020)

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Period 4 (March-April 2020)	Campus	Credit
<a href="#">Blue Ocean Strategy</a>	FBL / SGP	1 / 1
<a href="#">China Strategy</a>	-----/ SGP	1
<a href="#">Digital Transformation of Society, Industries and Companies - A</a>	FBL / -----	1
<a href="#">Industry and Competitive Analysis</a>	FBL / SGP	1 / 0.5
<a href="#">Strategy Execution</a>	FBL / SGP	0.5 / 0.5
<a href="#">The Art of Communication</a>	FBL / SGP	0.5 / 0.5

# Blue Ocean Strategy

P4 - March/April 2020- Fontainebleau (1) / Singapore (1)

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For students who wish to obtain the INSEAD Blue Ocean Strategy Certificate this course is required.

This course introduces the key concepts, frameworks and tools of Blue Ocean Strategy and lays out the fundamental methodology for creating and capturing blue oceans of new market space, or Blue Ocean Shift. Using a series of cases, simulation and action-learning projects, this course provides participants with a comprehensive understanding of the core concepts of blue ocean strategy and gives participants an opportunity to explore, study, and try the logic and methods that are common to blue ocean shift in real business settings.

This course is organized around the key conceptual blocks of Blue Ocean Strategy (BOS) and Blue Ocean Shift (BOSH). We organize fourteen sessions to include both case discussion (to introduce frameworks and tools) and simulation (to apply frameworks and tools). In sessions on case discussion, we employ high-impact teaching materials to ensure solid conceptual learning and a rewarding classroom experience. In sessions on simulation, we have the opportunity to apply BOS concepts, tools and methodology by playing the challenging role of an executive of a fictitious company in the intensely competitive consumer electronics industry.

Students who successfully fulfil the strategy core course and the BOS elective courses (BOS in P4 and Blue Ocean Strategy Study Group (BOSSG) in P5) will receive a BOS Certificate issued by the INSEAD Blue Ocean Strategy Institute.

## Who should take this course?

This course is recommended for participants pursuing careers in consulting, strategy and business development, and entrepreneurship.

**Regional Focus**

# China Strategy

P4 - March/April 2020 - Singapore (1)

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This is a weekend intensive course in collaboration with Chinese executives and foreign expatriates to provide first-hand experience and insights about strategy and business practice in China. This course helps MBA participants understanding how Chinese businesses think, behave and grow and why multinationals develop, adjust, and change their strategies and practices for China. It creates a platform for participants and industry experts to interact and discuss on several prominent strategy issues about China. This course will benefit to participants with different level of China experience (from zero to twenty years) in learning and networking.

Previous speakers:

- Robert Aspell (President, Cargill China)
- Ursula Boehm (Founding Vice President, Siemens Management Consulting, Asia)
- Wyn Wei Chen (SVP, Didi Chuxing, China)
- Weiru Chen (CSO, Alibaba Cainiao Logistics, China)
- Bill Hunt (CEO, Century 21 Real Estate LLC, China)
- Dr. John Liu (President of Greater China, Google)
- Julian Ma (General Manager of Corporate Strategy, Tencent Inc)
- Nick Shiah (Founder & CEO, Gymboree Early Childhood Development, China)
- Alex Sun (VP of Vanke Group, China)

Topics for discussion:

- Management Practice in China: How Different is China?
- Replication or Adaptation? When and How to Leverage Foreign Successful Business Model in China
- Emerging Chinese Global Competitor
- Investment opportunities in China
- High-tech and innovation in China
- Building your Career in China as an INSEAD Graduate

## Who should take this course?

This course will be of great interest to future global business leaders, management consultants, venture capitalists, and entrepreneurs who like to (or have to) develop business in China, assist Chinese firms to excel in national or global battles, or develop multinationals' competitive strategy in China.

## Digital Transformation of Society, Industries and Companies Part A

### P4 – March/April 2020 -- Fontainebleau (1)

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The goal of the course is to give students an in depth understanding of how digitization will fundamentally affect society, industry structures, business models and the way companies are managed. It will discuss how digitization changes industry dynamics, based on examples of industries going through the digital transition such as financial services, telecom or travel and tourism. We will also discuss what strategies both incumbent players and Tech-companies follow to conquer and/or keep their place under the sun. There will be an in depth session on the societal implications of digitization, such as privacy, the role of the tech giants and cyber security.

The course takes a general management perspective and looks at how digitization changes strategy, marketing, innovation, operations and people management practices in companies. Students will be exposed to hands-on industry expertise: senior managers from European technology companies (such Google, Facebook, Microsoft, LinkedIn, AirBnB) as well as board members from incumbent companies (Vodafone, Rabobank, Randstad) support the course actively and there will be a guest speaker each of the (double) sessions. Actual cases concerning the companies of the guest speakers will be discussed in depth. Students will have the opportunity to interact intensively with the speakers.

#### **Who should take this course?**

This course is designed for students who want to gain an understanding of how the digital world will impact society, industries and companies and how to cope with this transformation.



# Industry and Competitive Analysis (ICA)

P4 – March/April 2020 - Fontainebleau (1) / Singapore (0.5)

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The course discusses the fundamental and advanced models and tools for designing and implementing competitive strategies for firms across traditional industries and digital ecosystems.

The course has two parts. The first part on “Constructing a Competitive Position” analyzes in detail the key components of any competitive strategy and position: the construction of competitive advantage, the creation and delivery of customer value and surplus, the strategic positioning along the supply chain or in the eco-system, and the determination of a value capture strategy.

The second part of the course on “Industry convergence, platforms and disruption, and critical mass dynamics” discusses strategy formation in situations that are increasingly common: convergence among technologies and industries, the need to create or join a platform, and the challenge of developing critical mass. An exercise and lecture develop the concept of critical mass and how it shapes platform economics. The cases consider strategy formation in a number of settings: the challenges of niche players in markets where externalities drive sustainability; competition among rival platforms; and the situation where both critical mass and critical scale determine competitive success.

## Who should take this course?

Students who take the course frequently pursue a career in strategy consulting, but many enroll to sharpen their strategy analysis skills to stand out in their career in corporations, investment banking, private equity, or venture capital. Yet other students take the course to shore up their strategy skills before pursuing an entrepreneurial venture.

# Strategy Execution

P4 – March/April 2020 - Fontainebleau (0.5)

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In the fast-paced environment of business today, organizations must plan for and deal with change. Key tasks for leading change are the ability to understand the nature of the changes occurring in the organization's internal and external environments, plan the change initiative, and pull together the very best skills and resources required to effectively implement change in a way that maximizes acceptance and commitment. This course focuses on the process of leading strategic change across a variety of organizational levels and business contexts. Major themes around which readings and discussions will be organized include: understanding change at different levels of analysis; key drivers of change; and leadership skills for change

The objectives of the course are as follows:

1. Develop theoretical and practical perspectives on diagnosing the need for change
2. Develop theoretical and practical perspectives on effective change implementation in organizational settings
3. Develop an understanding of the complexity and the dynamics of change with respect to individuals, organizations, and industries. You will learn to identify and manage the different factors that facilitate or impede a particular change effort.
4. Evaluate and effectively deal with the key organizational structures and processes that impact the ability of individuals and organizations to successfully craft and execute change strategies.

This course includes **a full day** customized computer change simulation, designed to enable students to hone their change diagnosis and change management skills while designing and leading a change effort. **This simulation will take place on a weekend.**

## Who should take this course?

Change management is a skill set that all managers will have to employ at some point in their careers. This course is therefore designed for all those who expect to hold leadership positions in the near or far future.

## Implementing Strategies

# Strategy Execution

P4 – March/April 2020 - Singapore (0.5)

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Strategy is 5% planning and 95% execution. Surveys witness that two thirds of business and corporate strategies fail not due to poor strategy but poor implementation of strategy. This course will help you understand what goes wrong in strategy execution and how to significantly improve the odds success. INSEAD has developed a strategy execution framework that has been applied successfully by many executives over the last few years. This framework systematically addresses the following questions:

- *Do you have a viable strategy?*
- *Do you have a comprehensive plan?*
- *Do you know the hidden barriers?*
- *Do you know how to overcome the barriers?*
- *Do you have the critical skills?*
- *Do you have a continuous learning system?*

The course is analytically rigorous, tool-intensive and focuses on both hard and soft factors.

On the “hard” side, we will study the more “technical” aspects of strategy execution, including the strategy maps as a tool for negotiating and tracking goals in execution. We will also take a look at the programme management office (PMO), a professional practice for handling and driving a portfolio of execution initiatives.

On the “softer” side we discuss how leaders can deal with power and build networks in order to overcome execution barriers. We will address what leaders can do when confronted with the difficult task of cultural change in order to push strategy execution over the finishing line. In particular, we will explore the recent concept of building “emotional capital” developed at INSEAD. The potential role of consultants in execution will be highlighted, including a guest lecture by a leading consulting firm.

## Who should take this course?

The course is designed for all those who wish to be well equipped for implementing new strategies. It is especially suited for careers in general management, consulting or corporate business development.

## Skills

# The Art of Communication

P4 - March/April 2020 - Fontainebleau (0.5) / Singapore (0.5)

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- Use professional techniques to overcome nerves and enhance your confidence
- Improve your presentations in English where it is not your first language

**You should take this course...** if you are serious about enhancing your executive presence and your communication & presentation skills; in service of getting your ideas across in a clear and concise manner, having a positive impact on others and your organisation and getting your voice heard, to bring about change and get things done.

If you are serious about empowering yourself to land that job, to secure that start-up investment, to get sign-off on your proposed project, to get people to believe in you and what you are doing.

(Please note: We don't cover written communication skills on this 2-day course).

## Period 5 (May-June 2020)

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Period 5 (May-June 2020)	Campus	Credit
<a href="#">Blue Ocean Strategy Study Group</a>	FBL / SGP	1 / 1
<a href="#">Dean's Innovation Projects</a>	FBL / SGP	1 / 1
<a href="#">Digital Transformation of Society, Industries and Companies- B</a>	FBL / -----	1 / ----
Global Strategy	<a href="#">FBL</a> / <a href="#">SGP</a>	1 / 0.5
Integrating Performance & Progress	FBL/ --	0.5 / ----
<a href="#">Real Estate</a>	FBL /-----	0.5 / -----
<a href="#">Strategy &amp; Investing for Impact</a>	FBL / SGP	1 / 1
<a href="#">Strategy Lab</a>	FBL / SGP	0.5 / 0.5

# Blue Ocean Strategy Study Group

P5 - May/June 2020 - Fontainebleau (1) / Singapore (1)

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For students who wish to obtain the INSEAD Blue Ocean Strategy Certificate this course is required.

Companies have long engaged in head-to-head competition in search of sustained, profitable growth. They have fought for competitive advantage, battled over market share, and struggled for differentiation.

Yet in today's overcrowded industries, competing head-on results in nothing but a bloody "red ocean" of rivals fighting over a shrinking profit pool. While most companies compete within such red oceans, this market-competing strategy is increasingly unlikely to create profitable growth in the future.

Blue Ocean Strategy argues that tomorrow's leading companies will succeed *not* by battling competitors, but by creating "blue oceans" of uncontested market space ripe for growth. Such market-creating strategy produces leaps in value for both the firm and its buyers, rendering rivals obsolete and seizing new growth.

**The Blue Ocean Strategy Study Group** aims to widen and deepen the understanding on the theory and practice of market-creating strategy learned from the blue ocean strategy course in P4. In this course, participants conduct independent research projects that apply the ideas and analytic frameworks underlying the creation and capturing of blue oceans of new market space to strategic moves of their choice. By applying the concepts and tools for market creation to business realities, the course participants will learn the process and methodology on what it takes to break out of bloody competition and make a positive difference to industries across the globe.

This elective is an independent group study which means participants will choose and work on group projects, not individual ones. The kick off session and the individual group meetings are an important component of this course, giving the students the opportunity to meet and interact with Professors Kim and Mauborgne.

Students who successfully fulfil the strategy core course and the BOS elective courses (BOS in P4 and Blue Ocean Strategy Study Group in P5) will receive a BOS Certificate issued by the INSEAD Blue Ocean Strategy Institute.

## Who should take this course?

This course is recommended for participants pursuing careers in consulting, strategy, business development, innovation, and entrepreneurship.

## Dean's Innovation Projects (DIP)

P5 - May/June 2020 - Fontainebleau (1) / Singapore (1)

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The course is an opportunity for you to shape a part of the overall INSEAD MBA experience. You will work on a project, which reflects both your interest and the Dean's priorities, with one of the Dean's sponsoring the project. You will deepen and extend your project management skills and have the opportunity to integrate your learning from across your MBA experience to recommend how to develop further the INSEAD MBA.

The course is P5 full elective course sponsored by Dean Ilian Mihov, Deputy Dean Peter Zemsky and Dean of Degree Programmes Urs Peyer. The course was launched in response to the enthusiastic support expressed for this initiative in during the Dean's forum, and has ran since P5 May/June 2015 with each promotion on both campuses.

The professors will support and guide you through this action-learning experience, i.e., learning by doing. This provides for a rich learning experience as much of the engagement comes from working in small groups with the professors.

### Who should take this course?

You should take this course to learn to integrate your learnings from across the MBA to drive innovation and change in organisations, in this case INSEAD, and to deepen your project leadership and management skills, including interaction with key stakeholders. This is of value in many careers, including consultants and executives.

You should take the course if you would like to deepen your engagement with INSEAD by supporting the school's development. You would focus on an aspect of the school that interests you, reflecting on your and your peers' experiences, and develop recommendations to benefit future students and further strengthen the school.

## Digital Transformation of Society, Industries and Companies – Part B P5 - May/June 2020 -- Fontainebleau (1)

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The course is a follow on of the lecture series “Digital transformation of society, industries and companies” part A. The course will not consist of classes but of a series of real life projects for tech companies, start up’s or incumbent companies going through the digital transition and can cover a variety of topics. The students will be divided into working groups of 2 to 3 people, each of which will work on one project. The students play an active role in defining and choosing the company for whom the project will be done and the topic they work on. They will be coached on a weekly basis by the professor. The final results of the projects will be presented to the professor and the company.

The specific goals of the course are to:

- Experience a tech or incumbent company going through the digital transition on the inside and apply the lessons learned in Part A of the course to a real-life situation
- Establish mutual acquaintanceships between students and these companies that go beyond the job interview sessions
- Teach students how to quickly get their heads around complex topics, focus on the key issues, and come up with actionable plans even with imperfect information.

### Who should take this course?

This elective is only for students who participated in the A part of the course "digital transformation of society, industries and companies" and are interested in putting theory into practice as well as in starting to build an industry network. Students who could not attend part A but have a special interest and/or previous digital experience can be admitted depending on special permission by the professor



# Global Strategy

P5 – May/June 2020 - Fontainebleau (1)

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This 7 double-session elective will focus on understanding strategic issues that managers face in the cross-border setting, and on applying tools and frameworks that address these. The term “global strategy” refers to a multi-national company (MNC) appropriately managing its geographic scope and cross-country linkages so as to leverage existing competitive advantages and/or create new advantages. These issues are ever more important today in a context of Brexit, increasing protectionism and Donald Trump as the president of the largest global economy.

The course covers the following topics: (i) Globalization Pressures in a (Semi-) Globalized World; (ii) Home Location as a Source Of Global Competitive Advantage; (iii) Overcoming Differences across Borders; (iv) Choosing Foreign Markets Entry Modes; (v) Competing *in* Emerging Markets; (vi) Competing *from* Emerging Markets (vii) Creating Competitive Advantage through Global Innovation and (viii) Professional (and personal) Aspects of Being a Global Manager.

In the first part of the course (double sessions 1-4), we will cover the pillars of global strategy such as how globalization pressures are re-shaping certain industries, the strategic advantage of some home locations; the strategic decisions in expanding into unfamiliar countries and the different trade-offs among a wide range of modes of entering foreign countries.

In the second segment of the course (double sessions 5-7) we will focus on the latest developments in global strategy such as the increasing importance of emerging markets and of new global giants headquartered in those countries. We will also examine how to create competitive advantage through cross-border (open) innovation. To conclude, we will have an open discussion on some of the key decisions you are likely to encounter as you (re-)start your global careers in multinational corporations (e.g. whether to work at headquarters or subsidiaries, in developed or emerging countries, in multinational corporations which are globally integrated or locally responsive, etc.).

In sum, this course takes an applied perspective aiming at being immediately useful to students about to graduate from the MBA program.

## Who should take this course?

One of your colleagues nicely put it in last year's course evaluation: “this is a fundamental course for every global manager (which is synonym of “INSEAD MBA)”.

In fact, this course is for anyone interested in understanding how to assess the globalization pressures in specific industries, to enter international markets, to compete in and from emerging markets and to develop global innovation capabilities. Since no company today is isolated from globalization forces, the course should be of broad interest, particularly to those interested in consulting, strategy, general management or planning to work for large multinational corporations. We will bring forward an explicit consideration for the effects of locational differences and will examine the key challenges managers in multinational corporations are likely to face. We will also analyze and discuss the most recent strategic issues affecting multinationals competing *in* and *from* emerging markets and examine some of state-of-the-art practices in global open innovation.

# Global Strategy

P5 – May/June 2020 - Singapore (0.5)

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This course will focus on understanding *strategic* issues that managers face in cross-border settings, and on applying tools and frameworks that address these. The term “global strategy” refers to a company managing its geographic scope and cross-country linkages so as to leverage existing competitive advantages and/or create new advantages. In other words, global strategy is fundamentally about how well a company creates value across borders.

The course is comprised of three double-sessions and one single session covering the following topics: i) the decision to globalize or not (double); ii) the process of globalizing an App (single); iii) the transformation of a mature multinational into a global innovator (double); iv) the adaptation of global strategy to rising protectionism (double). The course takes an applied perspective and aims at providing tools and frameworks which students about to graduate from the MBA program can put to work immediately.

Several of the case studies and articles discussed in the course have been written by the instructor, and examples from all over the world will be covered. Live discussions (on campus or via videoconference) with case protagonists and independent experts are planned (subject to confirmation).

## Who should take this course?

This course is for students interested in understanding how to assess globalization pressures, to globalize an App-based business, to transform a mature multinational into a global innovator, and to adapt global strategies in the face of rising protectionism. Since no company today is isolated from the forces of globalization, the course should be of broad interest, particularly to those pursuing a career in consulting, strategy, and general management or planning to work for a multinational corporation (MNC).

# Integrating Performance and Progress

P5 – May/June 2020 - Fontainebleau (0.5)

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Whereas the primary aim of business school courses is to deepen your competence, the Integrating Performance & Progress (IPP) course aims to deepen your character.

The course will be taught jointly by a philosopher, a former CEO, and a strategy professor.

You may be wondering what is character, and why at this age and stage you need to take a course to reflect on this. Understandable. It all depends on whether you want to make just a career or also a contribution. Whether your work will be oriented mostly to money or also meaning. Whether you want to focus solely on performance or also on progress.

Your decisions on strategy, operations, and governance will drive your contribution to performance. But it is your choices on those very same dimensions—strategy, operations, and governance—that will drive your contribution to progress. Just as you need competence to make good decisions, you need character to make good choices.

Why does all this matter? Well, from Silicon Valley to Main Street to Wall Street, performance without or at the expense of progress has become a central concern. Tomorrow's business leaders, consultants, financial specialists, and entrepreneurs ought to know: What is progress and how does it come about? What is the role of enterprises, leaders, and entrepreneurs? Shouldn't enterprises focus on performance and leave progress to governments or civil society? How might I engage fruitfully in all this?

Philosophy is fundamental to notions of progress and we will discuss four core principles from philosophy that help you understand why and how enterprise and its leaders (you) are implicated in progress. Building on those philosophical principles, we will then discuss seven specific precepts that will enable you to better integrate performance and progress. More concretely, we will explore how the precepts inform and guide your choices on strategy, operations, and governance—which form the spine of business. You will understand what it takes to integrate competence and character.

To be sure, in the real world, even the best laid-out theories often fail the test of implementation. There are political, economic, informational, and behavioral challenges. These four categories constitute the “known unknowns” when it comes to implementation. In the spirit of a pre-mortem, we will explore these challenges and suggest how (in the context of integrating performance & progress) you can anticipate and address them.

Given the circumstances out there, the paradigm of business has to evolve. In particular we to have think and act beyond CSR and social entrepreneurship. Indeed, today MBA must stand for “masters in better alternatives.”

Special requirement to enroll in IPP: This course aims not only to enrich your “knowing” but also to encourage and follow your “doing.” Accordingly, we request and require students that enroll in the course to allow us to follow up with you once a year for the next five years. Specifically, each year we will poll you on your key activities and contributions of the past 12 months. The questionnaire will be short and substantive (taking no more than 1-2 hours of your precious time once a year). We will use your input to learn and understand the extent to which a post-MBA business career enables integration of and contribution to progress. If INSEAD is to really be the business school for the world, then your character, your choices, and your contribution are what will make it so.

**Industry Focus**

# Real Estate

P5 - May/June 2020 -- Fontainebleau (0.5)

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The goal of this course is two-fold: (i) to provide a general understanding of the Real Estate Industry, (ii) to present a detailed analysis of the drivers behind successful Real Estate investment strategies.

In both mature and emerging markets, before the recent crisis, years after years, volumes of Real Estate (RE) investment reached impressive amounts. Today, Real Estate Investment involves a wide range of contributors: private and public equity investors, traditional secure debt lenders (mortgage banks), but also capital markets (with CMBS, CDOS, SIV...).

The last crisis reminded us that the RE sector has a substantial footprint on the overall economy. RE markets are cyclical, and rarely fail to transform standard investment decisions into superior winning positions or massive losses. On the global scale, the demand for investment in property will remain very high. Industry players like Private Equity RE Funds, listed property companies, structured lenders, will stay very active, and consequently will look for talented professionals.

The course, although a mini-elective with only 10h30, hours of class, will use both a theoretical approach and case studies. It will explore Real Estate markets from different perspectives (investment, development, microeconomics and finance) with focuses on asset class and typology of investors. The course will also cover the fundamentals of RE investment activity (deal making and structuring, asset appraisal, management and refinancing of large RE Portfolio).

The course promotes global thinking about RE business. It deals not only with specific technical knowledge (RE valuation, RE finance), but also with broad competencies like strategic negotiation, basic microeconomics, and in most cases pure common sense.

After completing this course, you should have a good dynamic understanding of the Real Estate industry (both in its current state and with an historical perspective). You would be familiar with the typology of actors and how they behave; and you would be able to evaluate a Real Estate opportunity, to present an acquisition business plan, including a financial analysis with a leverage cash flow.

## Who should take this course?

This course aims primarily at preparing MBA students interested in careers (i) in RE private equity funds, (ii) in large property companies (public or private), (iii) in lending activities within RE branch of banks, (iv) in RE advisory. Although it is not its first goal, this course could also inform those who are interested, now or in the future, in making personal RE investments. Another audience for the course is students planning careers that have significant exposure to RE (e.g.: CFO of an industrial firm being a large property owner/occupier and concerned with RE cost and outsourcing issues).

# Strategy & Investing for Impact

P5 - May/June 2020 - Fontainebleau (1) / Singapore (1)

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This course takes the perspective of managers, entrepreneurs, investors and philanthropists seeking to employ business and non-business tools for positive social and/or environmental impact. We will examine how to integrate a social and/or environmental agenda into strategy and investing, and how to come up with sustainable, effective and scalable solutions to address societal challenges. Irrespective of whether you work in a mainstream business or a social impact venture, the course will help you understand how combining your passion for impact with curiosity, humility and rigor can lead to real progress.

Market-driven economic growth has raised living standards worldwide, including lifting over one billion people out of extreme poverty in recent decades. But society still faces critical challenges like climate change and rising inequality. Resolving these is a job not just for non-profits, development agencies or governments: businesses and investors also play a crucial role, often most effectively and sustainably by going beyond ad hoc philanthropy or CSR initiatives to bringing impact considerations into core strategy.

We will adopt a critical lens on what “impact” really means, and discuss how maximizing one’s impact requires extending beyond just good intentions to taking a rigorous approach towards realizing impact. We will discuss case studies illustrating a variety of models for addressing different kinds of societal issues, also acknowledging the necessity of complementing market-based interventions with non-market approaches.

## Learning Goals

In the course, you should expect to learn about these specific topics:

- Thinking strategically about impact
- Purpose-driven business
- Building impactful business models
- Investing for impact
- Evaluating impact
- Impact Management
- Ecosystems for impact

## Who should take this course?

Societal issues are becoming salient in all careers. While this course should naturally excite those pursuing “impact careers” in the social or environmental domain (like social enterprise, impact business, venture philanthropy or impact investing), it is also relevant for mainstream business people who increasingly care about topics like sustainability and inclusive business.

## Strategy Lab

P5 - May/June 2020 -- Fontainebleau (0.5) / Singapore (0.5)

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The course provides students a really practical view of how consultants tackle projects (based on my experiences over the past 19 years with one consulting firm), while at the same time honing their strategic thinking and analytical skills. Based on your feedback

- the curriculum has been expanded and now includes lectures on "*Styles of Competition – how diversified conglomerates create value*" and "*Beating the Unbeatable supplier*", as well as a set of optional exercises
- the course will be taught over three days (Friday to Sunday)

During the course, student teams will develop the strategy of a solar manufacturer that has aggressive growth aspirations. Students will work through class and homework exercises as though they were the consultants advising the client. The course has been structured to closely simulate the consulting environment and will include team presentations in every class and a half-hour Steering Committee meeting with each student team (consisting of five students).

Students will begin the course by being presented with the client issue at hand and be asked to draft a work plan on how they would tackle the work. This will include laying out key hypotheses, determining an approach to test them and putting together a work plan.

Using assigned readings and analytical methods taught in class, students will analyse local and global supply-demand dynamics, utilizing supply curves and other methods to understand the associated implications for the client. These exercises will test your analytical skills but more importantly motivate students to understand the perspective of the client(s). In addition, students will need to prepare elevator pitches for most classes (which consist of providing a senior client an update on how the project is going in ~1 minute or less).

Class sessions are built around lectures and homework discussions; each lecture will review the homework of the previous class to ensure students are following case development. Reading of materials is necessary to complete homework analyses. The workload has been tailored to the duration of the project so that students have sufficient time to think about the problem at hand vs. focus on identifying and extracting data.

### Who should take this course?

The course is recommended for participants wishing to pursue careers in consulting (be it in-house or for a consulting firm), or general management. If you have a consulting background and want to join the course, send me an e-mail and we can discuss whether it makes sense for you to do so (you can reach me at [Paranikas.petros@bcg.com](mailto:Paranikas.petros@bcg.com)). Attendance will be limited to ~20 students.

## Moral Philosophy: A primer

P5 - May/June 2020 -- Fontainebleau (0.5)

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The first line in Alphabet's code of conduct tells employees to "do the right thing," and businesses are increasingly adopting ethical rhetoric to characterize their core mission. But what does "doing the right thing" really mean? This question is vital, not only for organizations, but also at a personal level. Our decisions about where we choose to work, how we spend our money, what causes and politicians we support, how we raise our children, how we treat our employees, and even what we eat all reflect ideas about what is good, what is just, and what is meaningful. Moral philosophy is pervasive in our lives and yet only rarely breaches the surface of conscious reflection.

Taught by philosophy professor Michael Fuerstein (PhD Columbia University), this course is a unique invitation to engage with the broader human ambitions in which your business career is nested. You will be introduced to the rich tradition of moral philosophy on three core themes: justice and equality, reason and passion, and meaning and the good life. Students will become familiar with some of the most influential figures and ideas in the field, both historical and contemporary, and will reflect on the significance of those ideas in their personal and professional lives.

There will be no exam. Grades will be based on participation (60%) and a final group presentation (40%) which will be completed during class time on the last day. A small amount of assigned reading will be required to prepare for each session.