

**Dates**  
July 11 - 23, 2010

**Application Deadline**  
June 1, 2010

**Tuition**  
\$20,000 USD  
Price subject to change

Tuition includes accommodations,  
meals, and materials.

# EXECUTIVE PROGRAM IN STRATEGY & ORGANIZATION

In the high-stakes game of today's global marketplace, business leaders must successfully navigate a constantly changing and complex environment to ensure their organization's survival. How do you recognize the unique challenges and opportunities your organization faces and craft strategies to effectively leverage your corporation's competencies? How do you instill your organization with the entrepreneurial and innovative spirit needed to continuously evolve and to sustain competitive advantage? This program will enable you to resolve the challenges you face each day and ultimately finish the game with the winning hand.

## KEY TAKEAWAYS

- Analysis of global business strategy from both market-focused and non-market perspectives, providing comprehensive frameworks for managing organizations and accomplishing strategic objectives
- "Big picture" perspective on how to enable your organization to execute strategy, integrating the different areas that must come together to achieve the desired outcome
- Identify a corporation's strategic position in its industry and gain an understanding of how a firm might change its strategy to improve its positioning

## CONTENT OVERVIEW

The Executive Program in Strategy and Organization enables executives to apply the results of pioneering research in strategic management and organizational theory to their specific business situations. Participants explore how their own organization's competencies and shortcomings translate into strategic challenges and opportunities and build appropriate action plans.

## HIGHLIGHTED SESSIONS

### Organizing for Improved Performance

This session will introduce a broad range of themes in organizational design. Four main aspects of organization will be emphasized—people, architecture, routines, and culture—and while some are more easily influenced than others, all four can be shaped by the leaders of the firm.

### Innovation and Competition

To sustain a competitive advantage, many of today's firms must compete in a global industry marked by rapid technological innovation that continuously changes the competitive landscape. In this session you will learn a framework that will help you identify the organizational challenges that need to be tackled in order to compete effectively in high-velocity industries and the business policies that can improve a firm's performance in these circumstances.

### Industry and Competitor Analysis

One of the most important determinants of firm performance is the attractiveness of the industry in which it competes. This session will provide practical tools for conducting an industry analysis and for evaluating a firm's position in its industry.

## WHO SHOULD ATTEND

This program is designed for senior managers with 10 to 15 years of experience who have, or are about to take on, the strategic direction of their organizations—senior functional managers transitioning into general management or division-level executives who will soon assume corporate-level positions. It is tailored for larger global organizations in any industry.



## SAMPLE DAILY SCHEDULE

- ① **Wake-Up**  
Optional early morning exercise session
- ② **Breakfast**  
Full breakfast at Schwab Residential Center
- ③ **Morning Session I**  
Perspective on Strategic Leadership
- ④ **Morning Session II**  
Organizing for Innovation
- ⑤ **Morning Session III**  
Leading a High-Performance Culture
- ⑥ **Lunch**  
Buffet lunch with optional patio dining
- ⑦ **Afternoon Session**  
Strategy and Organization in the Global Economy
- ⑧ **Late Afternoon**  
Personal study and reflection
- ⑨ **Dinner**  
Cocktail reception followed by a served dinner
- ⑩ **Evening**  
Study group discussions and networking with participants

[www.gsb.stanford.edu/exed/epso](http://www.gsb.stanford.edu/exed/epso)



STANFORD  
GRADUATE SCHOOL OF BUSINESS

“Stanford provides me with a new way to think and to approach business problems. The learning environment is superb, the course content very relevant, and the quality of instruction truly inspirational. Stanford’s Executive Program in Strategy and Organization is an incredibly stimulating and exhilarating experience.”

\* MARK SAKOWSKI / CAPTAIN / UNITED STATES NAVY

“I wasn’t surprised at the caliber of the professors, all of whom were outstanding. I was, however, pleasantly surprised at how accessible they were during the program, even beyond the classroom. They all had an openness to our interactions that enabled a real exchange of practical and helpful ideas. I expected this among the students and was happy to find that it also applied to the faculty.”

\* DAVID PRICE / GENERAL MANAGER, ASIA REGION / AIR PRODUCTS AND CHEMICALS



## FACULTY DIRECTORS



**William P. Barnett**, the Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; and Senior Fellow, Woods Institute for the Environment at Stanford, focuses on competition within and among corporations and how competition affects the founding, growth, performance, survival, and innovativeness of organizations. He is also the Director of the Center for Global Business and the Economy, and BP Faculty Fellow in Global Management.



**John Roberts**, the John H. Scully Professor of Economics, Strategic Management, and International Business, and Senior Associate Dean for Academic Affairs, is known for his research in economics of corporate strategy and organization, especially in international contexts, and for applications of game theory to economics and management. He is the author of *The Modern Firm: Organizational Design for Performance and Growth* (Oxford University Press, 2004). He is the BP Faculty Fellow in Global Management and Director of the Center for Global Business and the Economy.

## OTHER STANFORD BUSINESS SCHOOL FACULTY

### Robert A. Burgelman

*Edmund W. Littlefield Professor of Management*

### Francis J. Flynn

*Associate Professor of Organizational Behavior; Director of the Center for Leadership Development and Research*

### David M. Kreps

*Theodore J. Kreps Professor of Economics and Senior Associate Dean for Academic Affairs, Graduate School of Business; Professor of Economics (by courtesy), School of Humanities and Sciences*

### Jeffrey Pfeffer

*Thomas D. Dee II Professor of Organizational Behavior*

### Hayagreeva Rao

*Atboll McBean Professor of Organizational Behavior and Human Resources; Morgan Stanley Director of the Center for Leadership Development and Research*

### Kenneth W. Shotts

*Professor of Political Economy; Professor of Political Science (by courtesy), School of Humanities and Sciences*

### Jesper B. Sørensen

*Walter Kenneth Kilpatrick Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences*

## TYPICAL PARTICIPANT MIX

### Industry

- 20% Financial Services, Insurance
- 14% Computers, Technology
- 12% Government, Military
- 10% Communications
- 8% Consumer Products
- 8% Industrial Products, Equipment
- 8% Real Estate, Construction
- 6% Transportation
- 14% Other

### Geographic Origin

- 30% North America
- 21% Europe
- 15% Asia Pacific
- 12% Central, South America
- 12% Middle East, Africa
- 10% Australia, New Zealand

### Job Function

- 54% General Management
- 9% Finance, Accounting, Legal
- 9% Human Resources
- 7% Marketing, Sales
- 2% R&D, Product Development
- 19% Other