

**Dates**  
June 20 - July 31, 2010

**Application Deadline**  
April 30, 2010

**Tuition**  
\$54,000 USD  
Price subject to change

Tuition includes accommodations,  
meals, and materials.

# STANFORD EXECUTIVE PROGRAM

As the global business environment continues to expand, organizations are confronting unprecedented strategic challenges. The complexity of having customers, partners, suppliers, competitors, and operations located around the world requires senior executives across industries to find ways to move faster, compete and collaborate more effectively, and proactively manage various market and nonmarket forces.

Designed with these challenges in mind, the Stanford Executive Program delivers a rigorous and relevant learning experience that prepares senior executives to drive results at the highest levels of global management.

## KEY TAKEAWAYS

- Expanded knowledge base across all core functional areas, provided by a comprehensive general management curriculum and exposure to a professionally and culturally diverse group of peer executives
- Strategic models to process complex and ambiguous information and drive effective decision making
- Exposure to the latest research-based management frameworks and analysis, and the best practices and insights of many leading global organizations
- A personal roadmap upon which participants record their own key insights during the program, visually map and relate these insights to each other, and identify solutions to the strategic challenges faced by their organizations

## CONTENT OVERVIEW

Established in 1952, the Stanford Executive Program is the flagship executive program offered by the Stanford Graduate School of Business. Residing together on the Stanford University campus, participants in the Stanford Executive Program immerse themselves in a curriculum that examines the economic, political, social, and ethical demands of top leadership. While pursuing studies with more than 140 peer executives from around the world, participants are inspired by the diverse cultures and new friendships that define the Stanford experience.

## HIGHLIGHTED SESSIONS

### Strategic Leadership in Turbulent Times

Participants discuss the key challenges associated with creating and maintaining long-term vision and profitable growth in established firms, and then analyze the interplays among business, corporate, divisional, and personal levels of strategy making.

### Winning Through Innovation

This course explores the strategies and processes of leading ambidextrous organizations—companies that are able to compete successfully in mature markets and industries while simultaneously capitalizing on emerging markets and technologies.

## WHO SHOULD ATTEND

The Stanford Executive Program is designed for seasoned executives with at least 12 to 15 years of management experience and strategic responsibilities at the company- or country-wide level. The program's curriculum covers a broad range of topics at the strategic level and proceeds at a very fast pace. Participants are expected to quickly digest large amounts of reading material, actively contribute to study group discussions, and articulate informed positions on a variety of issues—all on a daily basis.



## SAMPLE DAILY SCHEDULE

- Morning Group Exercise**  
Trail jogging and calisthenics (optional)
- Breakfast**  
Full breakfast at Schwab Residential Center
- Morning Session I**  
Delivering Customer Value Through Marketing
- Morning Session II**  
Financial Management and the Creation of Value
- Morning Session III**  
Business Simulation Laboratory
- Lunch**  
Outdoor lunch in Dohrmann Grove
- Afternoon Session**  
Profit from Evidence-Based Management
- Late Afternoon**  
Panel: Presidential Politics and Foreign Policy
- Dinner**  
Reception and dinner in Vidalakis Hall
- Evening**  
Study group business case discussions; rooftop study break reception

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



STANFORD  
GRADUATE SCHOOL OF BUSINESS

“ We are in a major growth mode in our company and there are a lot of exciting things happening. So coming to the Stanford Executive Program was ideal in the sense that I needed to take a break, learn new business skills, and get a broader base of knowledge so that I can help the company move forward on these initiatives. ”

\* JANET TEWHILL / EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER / ALERE MEDICAL

“ I feel that now I understand better the market and the nonmarket forces that affect a large global organization like ours and how I can influence these forces. I am more equipped today to transition myself from a functional role to a far bigger strategic, global role. ”

\* AJAY GOEL / COUNTRY DIRECTOR, SALES / SUN MICROSYSTEMS

## EXECUTIVE DIRECTOR



**Robert A. Burgelman**, the Edmund W. Littlefield Professor of Management, has been a faculty member of the Stanford Graduate School of Business since 1981. His research interests include corporate entrepreneurship, strategic business exit, and the role of strategy in firm evolution. During the last 25 years, he has analyzed a broad range of companies and authored several papers and books, including his most recent, *Strategy Is Destiny: How Strategy-Making Shapes a Company's Future* (Free Press, 2002). He is a member of the Academy of Management, the Strategic Management Society, and the editorial boards of *Strategic Management Journal* and *California Management Review*.

## OTHER STANFORD BUSINESS SCHOOL FACULTY

### Keith Krehbiel

*Edward B. Rust Professor of Political Science; Professor of Political Science (by courtesy), School of Humanities and Sciences*

### David M. Kreps

*Theodore J. Kreps Professor of Economics; Coulter Family Fellow for 2009-2010; Professor of Economics (by courtesy) School of Humanities and Sciences*

### James M. Lattin

*Robert A. Magowan Professor of Marketing*

### Margaret A. Neale

*John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution; Graduate School of Business Trust Faculty Fellow for 2009-2010*

### Charles A. O'Reilly III

*Frank E. Buck Professor of Management; Hank McKinnell-Pfizer Inc Director of the Center for Leadership Development and Research*

### George G. C. Parker

*Dean Witter Distinguished Professor of Finance, Emeritus; Faculty Director of the Stanford Sloan Master's Program*

### James M. Patell

*Herbert Hoover Professor of Public and Private Management; Codirector of the Product Realization Network at Stanford; Susan Ford Dorsey Faculty Fellow for 2009-2010*

### Madhav V. Rajan

*Gregor G. Peterson Professor of Accounting; Professor of Law (by courtesy), School of Law*

### Hayagreeva Rao

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



## TYPICAL PARTICIPANT MIX

### Industry

25% Manufacturing  
17% Financial Services  
11% Electronics, Semiconductors  
10% Government, Nonprofit  
10% Utilities, Energy  
8% Communications, Media  
19% Other

### Geographic Origin

40% North America  
30% Europe  
20% Asia Pacific  
5% Africa, Middle East  
5% South America

### Functional Area

45% General Management  
15% Finance, Accounting, Legal  
15% Technology, Operations  
10% Marketing, Sales  
15% Other

### Age

18% 50 or Older  
30% 45-49  
35% 40-44  
17% 35-39

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## ACADEMIC CURRICULUM

The program's six-week curriculum is highly integrated and designed to maximize linkages across three key themes.

### THEME ONE

#### Strengthening Strategic Leadership Competence

Every day senior executives must quickly yet thoroughly define and analyze ambiguous situations in order to take effective strategic action. Successful leadership depends on making the most effective and efficient use of available economic, competitive, financial, and accounting information. Participants explore frameworks to make the right strategic decision given the information available to them.

### THEME TWO

#### Developing Core Functional Capabilities

Regardless of their functional background, senior executives must be able to foresee how their actions will impact the overall performance of their organization. Participants develop a deeper understanding and appreciation of the functional capabilities with which they are less familiar and learn to anticipate the strategic implications of their functional decisions.

### THEME THREE

#### Managing the Extended Market and Nonmarket Environment

In addition to managing internal functions and operations, today's executives are deeply aware of the role that macroeconomic forces, international institutions, and national governments play in the globalizing economy. Participants learn how to proactively influence these market and nonmarket forces and interact with employees, customers, and partners from a wide variety of national, socio-political, and cultural backgrounds.

### ACADEMIC COURSES

The first five weeks of the program consist of core courses that cover each of these three themes in depth. The sixth and final week of classes consists of elective courses that participants choose based on their individual development objectives. After all classes conclude, participants and their guests celebrate their accomplishments during a special finale weekend.

## OUTSIDE THE CLASSROOM

While classroom-based learning is the primary focus of the program, several other factors play roles in determining its overall impact. In addition to leading academic programming, aspects such as Stanford's cultural environment and social atmosphere are what make participation in the Stanford Executive Program a truly life-changing experience.



“ The Stanford Executive Program is not merely a set of lectures or amazing professors. It manages to create a global village because 140 executives from all over the world and all different industries are put together. It’s such a sobering experience because you’re being taken out of the confines of the thinking of people in your industry. ”

\* AHMED ALI AL-SUBAEY / PRESIDENT AND CEO / SAUDI PETROLEUM INTERNATIONAL INC.

“ It’s because of the education that I got at Stanford that I think much more strategically now. A lot of factors, put together, changed the way I view myself personally, changed the way I view myself as a professional, and catapulted me to do something spectacular. I think I’m a totally different person. ”

\* SHELDON L. COHEN / SENIOR MANAGING DIRECTOR / CB RICHARD ELLIS

## BENEFITS FOR PARTICIPANTS

### Broaden Your Expertise

Given the need for today’s top managers to possess broad expertise that spans business disciplines, the Stanford Executive Program enables executives to quickly expand their knowledge base across all core functional areas through the program’s integrated core curriculum. The program’s unique elective course component complements the core curriculum and allows executives to focus on specific areas in which they lack formal training. The wide range of functions, industries, and countries represented by the diverse mix of program participants also provides exposure to valuable new perspectives on management.

### Refresh Your Knowledge

Most senior executives do not have the time to constantly refresh their core managerial skills with the latest academic research and best practices. Even if they already have an MBA or related business degree, many executives are still relying on skills and principles learned years ago to manage in a business environment that changes dramatically every year. Attending the Stanford Executive Program enables executives to quickly update and extend core management skills that apply directly to today’s global, highly competitive, and dynamic business landscape.

### Map Your Direction

All program participants are given time to conceive, create, and iterate upon their own personal roadmap. The roadmap serves as a canvas upon which participants record their own key insights during the program, visually map and relate these insights to each other, and identify solutions to the strategic challenges faced by their organization. In addition, participants often share their roadmaps with each other as a basis for discussion and debate. As a result, participants return to their organization with both a plan and the tools to drive results.

### Shape Your Organization’s Future

While covering general management principles in detail, the curriculum of the Stanford Executive Program emphasizes strategy and global leadership. Courses highlight the strategic impact of each core functional area of business, and significant class time is devoted to strategic leadership in the global economy. This focus enables executives who have devoted much of their careers to internally or operationally focused roles to step back, expand their perspectives, and identify breakthrough insights that will drive their organization’s future success.

