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**Take the Next Step**
WHO SHOULD ATTEND

The Stanford Executive Program is designed for seasoned executives with at least 12 to 15 years of senior management experience and strategic responsibilities at the company- or country-wide level, typically working in large global organizations. The program’s curriculum covers a broad range of topics at the strategic level and proceeds at an accelerated 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.

CONTENT OVERVIEW

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

KEY TAKEAWAYS

- Expanded knowledge across all core functional business areas through 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 of leading global organizations
- A personal roadmap for participants to 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

“

“The interaction with Stanford faculty, the exposure to global industry leaders, and the diversity of my peer group were remarkable. The overall experience was invigorating and I return to work with a new set of leadership tools to put into action.”

Diane Bryant  |  Senior Vice President and General Manager  |  Intel Corporation  |  SEP 2011
SAMPLE DAILY SCHEDULE

**Morning**
Group exercise: trail jogging and calisthenics (optional)

**Breakfast**
Full breakfast at Schwab Residential Center

**Morning Session I**
Strategic Leadership in Dynamic Environments

**Morning Session II**
Financial Management and the Creation of Value

**Morning Session III**
Business Simulation Laboratory

**Lunch**
Outdoor lunch on Stanford campus

**Afternoon Session**
The Power of Social Technology

**Late Afternoon**
Guest Lecturer: Carlos Ghosn, Chief Executive Officer, Renault Nissan

**Dinner**
Reception and dinner in Vidalakis Dining Room

**Evening**
Study group business case discussions

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**EXECUTIVE DIRECTOR**

Robert A. Burgelman
The Edmund W. Littlefield Professor of Management, Burgelman has been a faculty member of 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 GRADUATE SCHOOL OF BUSINESS FACULTY**

**Jennifer L. Aaker**
General Atlantic Professor of Marketing

**Steven Callander**
Associate Professor of Political Economy

**Francis J. Flynn**
Paul E. Holden Professor of Organizational Behavior; Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research

**Deborah H. Gruenfeld**
Maghadam Family Professor of Leadership and Organizational Behavior

**David M. Kreps**
Adams Distinguished Professor of Management; Professor of Economics (by courtesy), School of Humanities and Sciences

**David F. Larcker**
James Irwin Miller Professor of Accounting; Professor of Law (by courtesy), Stanford Law School; Director of the Corporate Governance Research Program; Morgan Stanley Director of the Center for Leadership Development and Research; Senior Faculty of the Arthur and Toni Rembe Rock Center for Corporate Governance at Stanford

**James M. Lattin**
Robert A. Magowan Professor of Marketing

**Edward P. Lazear**
Jack Steele Parker Professor of Human Resources Management and Economics; Morris Arnold Cox Senior Fellow, Hoover Institution; Senior Fellow (by courtesy), Stanford Institute for Economic Policy Research; Professor of Economics (by courtesy), School of Humanities and Sciences

**Margaret A. Neale**
Adams Distinguished Professor of Management

**Charles A. O’Reilly III**
Frank E. Buck Professor of Management

**James M. Patell**
Herbert Hoover Professor of Public and Private Management; Director, Stanford Institute for Innovation in Developing Economies, SEED on the Ground

**Madhav V. Rajan**
Robert K. Jaedicke Professor of Accounting; Senior Associate Dean for Academic Affairs; Professor of Law (by courtesy), Stanford Law School

**Hayagreeva Rao**
Atholl McBean Professor of Organizational Behavior and Human Resources; Professor of Sociology (by courtesy), School of Humanities and Sciences; Academic Director, Stanford Innovation and Entrepreneurship Certificate

**Baba Shiv**
Sanwa Bank, Limited, Professor of Marketing

**Kenneth W. Shotts**
David and Ann Barlow Professor of Political Economy; Professor of Political Science (by courtesy), School of Humanities and Sciences

**Ilya A. Strebulaev**
Associate Professor of Finance
“In my opinion, SEP is absolutely fantastic. It brings together strategy, innovation, corporate culture, and functional areas like marketing, sales, finance, and accounting in one very well communicated package. And, the multicultural network of relationships I built during the program will be of value to me for years to come.”

Alberto Diaz | President, Latin America | Grupo Bimbo | SEP 2009

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 for making 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 global 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 consists of elective courses that participants choose based on their individual development objectives.

INDIVIDUAL LEADERSHIP SKILLS DEVELOPMENT
To accelerate the application of program content, participants have the option to purchase executive coaching for individual leadership skills development. This optional program component includes a 360-degree feedback session and self-assessment, followed by the development of a personal 100-Day Leadership Action Plan based on their specific business objectives.

AFTER THE PROGRAM – LIFELONG BENEFITS

STANFORD ALUMNI STATUS
All participants in the Stanford Executive Program are considered alumni of Stanford Graduate School of Business and are eligible for lifetime membership in the Alumni Association. The Alumni Association provides participants with endless opportunities for further learning and networking with alumni and faculty.

TAKE THE NEXT STEP
For more information or to apply, please contact Stanford GSB Executive Education at:
Phone: 650.723.3341
Toll Free: 866.542.2205 (USA & Canada)
gsb.stanford.edu/exed/sep
Executive Leadership Development: Analysis to Action

Dates: January 12 – 24 and April 13 – 18, 2014 (two-module program)
Application Deadline: November 18, 2013
Tuition: $33,000 (includes two coaching sessions)

WHO SHOULD ATTEND

This program is designed for executives who have recently been promoted to a position of significant managerial responsibility or are clearly on track for such a role. Applicants should have at least 10 years of work experience, a minimum of 3 to 5 years of management experience, and significant levels of responsibility within their organization. Participants from all industries and companies of all sizes will find this program valuable.

SAMPLE DAILY SCHEDULE

Breakfast
Full breakfast at Schwab Residential Center
Study Group Discussions
Morning Session I
Executive Decision Making
Morning Session II
Industry Analysis and Strategy
Lunch
Buffet lunch
Afternoon Session I
Accounting
Afternoon Session II
Strategy Beyond Markets: Self-Regulation
Late Afternoon
Capture Your Takeaways
Dinner
Cocktail reception followed by a served dinner
Evening
Networking with participants

CONTENT OVERVIEW

Delivered in two parts — a two-week module in January followed by a one-week module in April — Executive Leadership Development: Analysis to Action offers a general management curriculum designed to enhance the participants’ ability to resolve strategic problems, drive change through the organization, design and motivate effective teams, and ultimately get to the next level of their career. Taught by world-renowned faculty of Stanford Graduate School of Business, this highly interactive program applies research-based knowledge to practical contexts facing high-potential leaders, covering a wide range of topics that reflect the multidimensional challenges leaders face. One-on-one coaching with a leadership coach and a distance learning component provided in addition to the on-campus experience give participants an opportunity to engage with Stanford GSB faculty for up to six months to further develop their leadership skills. The three-week, on-campus experience offers three unique perspectives:

Analysis: Honing the ability to analyze business problems critically and holistically, taking into account industry analysis, and economic, financial, and policy perspectives

Design: Discovering the principles of design thinking and their application to solving business challenges; learning effective ways of designing teams, business operations, change management initiatives, and organizational structures and culture

Leadership: Refining a set of personal leadership skills — influence, communication, motivation, and negotiation — through the use of in-class training and experiential exercises

KEY TAKEAWAYS

• Improved core analytical skills for approaching business challenges holistically and making better executive decisions
• Enhanced understanding of the critical interface between strategic external challenges and internal organizational, leadership, and executional issues
• Ability to apply design thinking principles to solve business problems effectively
• Heightened awareness of one’s leadership style and how it is perceived by others
• Understanding of relevant psychological principles to create high-performance teams and increase employee motivation
• Honed interpersonal skills to increase one’s impact on the organization

“This program has reconfirmed that I am ready to move to the next level. It also gave me the opportunity to really step back and reflect on what I do, how well I do it today, and where I need to make improvements. It’s been a tremendous experience.”

Debora Bielecki | Director of Global Sales — Technology Services | Hewlett-Packard Company | ELD 2012
360-DEGREE LEADERSHIP COACHING

Between the two on-campus modules, participants complete a 360-degree feedback assessment that provides an in-depth look at how they are perceived by their peers, subordinates, and managers. Upon returning to campus in April, participants benefit from a one-on-one coaching session with a leadership coach to interpret the feedback and develop a personal 100-day action plan for applying these insights. Three months after the on-campus experience, participants are evaluated again, and receive another in-depth feedback report to identify progress made and further areas for improvement. The program concludes with an additional one-on-one coaching session to refine the action plan going forward.

FACULTY DIRECTORS

Francis J. Flynn, the Paul E. Holden Professor of Organizational Behavior at Stanford Graduate School of Business and the Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research, specializes in interpersonal relations in organizations. His work bridges the fields of management and social psychology, leading to scholarly as well as practical insights on organizational life.

Jesper B. Sørensen, the Robert A. and Elizabeth R. Jeffe Professor of Organizational Behavior at Stanford Graduate School of Business and Professor of Sociology (by courtesy), School of Humanities and Sciences, as well as Director of the Center for Social Innovation and Director of Education and Dissemination, Stanford Institute for Innovation in Developing Economies, specializes in the dynamics of organizational and strategic change, and their implications for individuals and their careers.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

William P. Barnett
Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Director of the Center for Global Business and the Economy; Affiliated Faculty, Stanford Woods Institute for the Environment

Steven Callander
Associate Professor of Political Economy

Deborah H. Gruenfeld
Moghadam Family Professor of Leadership and Organizational Behavior

Charles Jones
STANNO 25 Professor of Economics

Hau L. Lee
Thoma Professor of Operations, Information and Technology; Faculty Director, Stanford Institute for Innovation in Developing Economies (SEED)

Margaret A. Neale
Adams Distinguished Professor of Management

Jeffrey Pfeffer
Thomas D. Dee II Professor of Organizational Behavior

Hayagreeva Rao
Atholl McBean Professor of Organizational Behavior and Human Resources; Professor of Sociology (by courtesy), School of Humanities and Sciences; Academic Director, Stanford Innovation and Entrepreneurship Certificate

Carole Robin
MBA Class of 1978 Lecturer in Organizational Behavior

Baba Shiv
Sanwa Bank, Limited, Professor of Marketing

Kenneth W. Shotts
David and Ann Barlow Professor of Political Economy; Professor of Political Science (by courtesy), School of Humanities and Sciences

Andrzej Skrzypacz
Theodore J. Kreps Professor of Economics; Professor of Economics (by courtesy) School of Humanities and Sciences

Sarah A. Soule
Morgridge Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences

Ilya A. Strebulaev
Associate Professor of Finance

gsb.stanford.edu/exed/eld

EXECUTIVE EDUCATION / GENERAL MANAGEMENT
Executive Program for Growing Companies

Dates: July 13 – 24, 2014
Application Deadline: June 2, 2014
Tuition: $22,500

Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW

The Executive Program for Growing Companies offers a general management curriculum customized for organizations facing the opportunities and challenges of growth. While strategic leadership is the key theme of the program, the broad curriculum also covers all major functional business areas in depth. For example, finance sessions cover topics such as debt financing, leveraged buyouts, and initial public offerings; marketing sessions examine customer relationship management and customer intimacy; and human resource sessions explore management and measurement systems in growing firms. The program also incorporates leading research from Stanford’s world-renowned Center for Entrepreneurial Studies.

KEY TAKEAWAYS

• Development of strategic competencies for leading and transforming growing companies
• Interdisciplinary frameworks for managing growth across all functional areas
• Tools to foster and sustain an entrepreneurial organizational culture

FACULTY DIRECTOR

George Foster, the Konosuke Matsushita Professor of Management, Stanford Graduate School of Business, conducts research on the management of new enterprises, the globalization strategies of growing companies, and the performance of venture-backed entrepreneurial companies. He is actively involved in the Silicon Valley business community and serves on the boards of directors of a venture capital firm and several start-up companies.

OTHER PROGRAM FACULTY

Jennifer L. Aaker
General Atlantic Professor of Marketing, Stanford Graduate School of Business

Robert A. Burgelman
Edmund W. Littlefield Professor of Management, Stanford Graduate School of Business

Steven Callander
Associate Professor of Political Economy, Stanford Graduate School of Business

Antonio Dávila
Professor of Entrepreneurship and Accounting and Control, IESE Business School, Universidad de Navarra

Deborah H. Gruenfeld
Mohagam Family Professor of Leadership and Organizational Behavior, Stanford Graduate School of Business

James M. Lattin
Robert A. Magowan Professor of Marketing, Stanford Graduate School of Business

Hau L. Lee
Thoma Professor of Operations, Information and Technology; Faculty Director, Stanford Institute for Innovation in Developing Economies (SEED), Stanford Graduate School of Business

Charles A. O’Reilly III
Frank E. Buck Professor of Management, Stanford Graduate School of Business

George G. C. Parker
Dean Witter Distinguished Professor of Finance, Emeritus, Stanford Graduate School of Business; Faculty Director of the Stanford Master of Science in Management for Experienced Leaders

Jeffrey Pfeffer
Thomas D. Dee II Professor of Organizational Behavior, Stanford Graduate School of Business

Hayagreeva Rao
Atholl McBean Professor of Organizational Behavior and Human Resources, Stanford Graduate School of Business; Professor of Sociology (by courtesy), School of Humanities and Sciences; Academic Director, Stanford Innovation and Entrepreneurship Certificate

Baba Shiv
Sanwa Bank, Limited, Professor of Marketing, Stanford Graduate School of Business

Ilya A. Strebulaev
Associate Professor of Finance, Stanford Graduate School of Business
Directors’ Consortium

A joint offering with the Stanford Law School, the University of Chicago Booth School of Business, and the Tuck School of Business at Dartmouth

Dates: April 8 – 11, 2014
Finance and Accounting Day (optional): April 7, 2014
Check website for tuition information.
Application Deadline: March 7, 2014

Price subject to change. Tuition includes meals and materials. Please visit the website for information on accommodations.

CONTENT OVERVIEW
This comprehensive program focuses on strengthening participants’ understanding of the board’s oversight and advisory roles, and ways to serve these roles more effectively. Drawing on faculty research and practical knowledge of leading experts in governance practice, the program explores board structure and processes, financial policy, financial reporting, compensation, fiduciary duties, litigation risk, CEO performance evaluation, and succession. Intimate in size to foster interaction among participants, faculty members, and practitioners, this unique three-day program helps directors develop a deeper understanding of business and governance that they can apply to the issues facing their boards.

KEY TAKEAWAYS
• Improved understanding of directors’ responsibilities and liabilities in today’s increasingly litigious and checklist-dominated corporate governance environment
• Practical tools for crafting a thoughtful approach to issues of executive compensation and succession planning
• Enhanced ability to analyze a company’s financial performance, financing decisions, and issues of valuation

FACULTY DIRECTOR

David F. Larcker, the James Irvin Miller Professor of Accounting at Stanford Graduate School of Business and Director of the Corporate Governance Research Program, is a leading researcher in executive compensation and corporate governance. He specializes in the design of compensation contracts and the evaluation of governance choices by firms. He is also a Professor of Law (by courtesy), Stanford Law School; Morgan Stanley Director of the Center for Leadership Development and Research; and Senior Faculty of the Arthur and Toni Rembe Rock Center for Corporate Governance at Stanford.

OTHER FACULTY DIRECTORS

Sydney Finkelstein
Associate Dean for Executive Education and Steven Roth Professor of Management at the Tuck School of Business at Dartmouth; Faculty Director, Tuck Executive Program

Steven N. Kaplan
Neubauer Family Distinguished Service Professor of Entrepreneurship and Finance, University of Chicago Booth School of Business

Michael Klausner
Nancy and Charles Munger Professor of Business and Law, Stanford Law School, Stanford University

Roman L. Weil
V. Duane Rath Professor Emeritus of Accounting, University of Chicago Booth School of Business

TYPICAL PARTICIPANT MIX

Management Function
4% Finance/Accounting
82% General Management
4% Human Resources
2% Information Technology
4% Operations/Production
2% Sales/Marketing
2% Other

Industry
4% Biotechnology
18% Computer/Electronics/Software
4% Consulting
4% Education
2% Entertainment/Leisure
21% Financial Services/Insurance/Real Estate
4% Government
6% Health Care/Pharmaceuticals/Medical Devices
2% Legal/Advocacy Services
12% Manufacturing
2% Petroleum/Oil/Gas
4% Retail/Wholesale
4% Telecommunications/Information Services
4% Transportation
4% Utilities
5% Other

Region
5% Africa
7% Asia
2% Australia/New Zealand
7% Europe
79% North America
The Emerging CFO: Strategic Financial Leadership Program

Dates: February 23 – 28 and May 11 – 16, 2014 (two-module program)
Application Deadline: January 24, 2014
Tuition: $25,000

Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW
Delivered in two one-week modules, this rigorous program equips senior finance executives with the skills to partner with their CEO, the board, senior finance team members, and other key executives in leading their organization through globalization and growth. The program covers trends and challenges in finance such as mergers and acquisitions, investor relations, globalization, and behavioral finance, with a special focus on the development of enterprise-wide perspectives and personal leadership skills. Through case studies, cohort discussions, and personal coaching, participants will acquire a deeper understanding of the alignment of finance and strategy with leadership and decision making.

KEY TAKEAWAYS
• Transitioning from information provider to strategic partner
• New techniques and methodologies in finance, strategy, and leadership
• Greater understanding of the capital markets and current trends in finance
• Improved negotiation, conflict management, and communication skills
• Development of long-term vision and strategy frameworks
• Assessment and enhancement of personal leadership style
• Enhanced ability to drive innovation and lead cultural change

FACULTY DIRECTOR
Ilya A. Strebulaev, Associate Professor of Finance at Stanford Graduate School of Business, is an expert in corporate finance and credit risk. His current research explores dynamic financial decision making, financial innovation, and financial structure of corporations. His work has been published in major finance journals and his research has received prestigious academic awards, including the Brattle Award, the Trefftzs Award, and the DFA-Fama Prize. He has also been awarded the MBA Distinguished Teaching Award at Stanford Graduate School of Business, as well as the Inaugural Masters in Management Best Teacher Award at the London Business School.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY
William P. Barnett
Thomas M. Siebel Professor of Business
Leadership, Strategy, and Organizations; Director of the Center for Global Business and the Economy; Affiliated Faculty, Stanford Woods Institute for the Environment

Peter M. DeMarzo
Mizuho Financial Group Professor of Finance

Deborah H. Gruenfeld
Mohr Davidow Family Professor of Leadership and Organizational Behavior

Margaret A. Neale
Adams Distinguished Professor of Management

Charles A. O’Reilly III
Frank E. Buck Professor of Management

TYPICAL PARTICIPANT MIX
Management Function
2% Corporate Development
82% Finance/Accounting
12% General Management
2% Information Technology
2% Operations/Production

Industry
2% Aerospace/Defense
4% Biotechnology
4% Chemicals
4% Construction/Engineering/Materials
2% Consulting
2% Education
8% Electronics/Software
4% Entertainment/Leisure
15% Financial Services/Insurance/Real Estate
8% Health Care/Pharmaceuticals/Medical Devices
10% Manufacturing
6% Mining/Metal Processing/Petroleum/Oil/Gas
7% Retail/Wholesale
13% Telecommunications/Information Services
2% Transportation
7% Utilities
2% Other

Region
3% Africa
21% Asia
3% Australia/New Zealand
18% Europe
5% Middle East
45% North America
5% South America
WHO SHOULD ATTEND

Finance and Accounting for the Nonfinancial Executive

Dates: November 16 – 21, 2014
Application Deadline: October 17, 2014
Tuition: $10,500

Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW

Finance and Accounting for the Nonfinancial Executive is designed to eliminate the mystery behind the numbers and help executives become informed and strategic users of accounting and financial data. The program covers the core concepts of both finance and accounting, including terminology and assumptions, valuation, financial statements, and distinguishing income from cash flow. The curriculum examines specific accounting methods and demonstrates how they affect earnings. Participants also learn how to analyze financial reports, identify trends, and study competitors.

KEY TAKEAWAYS

• Frameworks and tools for understanding the concepts, terms, and techniques of accounting and finance
• Broad overview of the emerging global marketplace and the role a company plays within it
• Insight from leading faculty and financial and accounting experts who can translate complex theory into practical, understandable terms

FACULTY DIRECTOR

George G. C. Parker, the Dean Witter Distinguished Professor of Finance, Emeritus, and Faculty Director of the Stanford Master of Science in Management for Experienced Leaders, is a recognized expert in financial services and is acclaimed for his spirited teaching of both MBA students and executives. He is the author of Risk Management: Problems and Solutions (Mcgraw-Hill College, 1995).

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Ron Kasznik
Professor of Accounting

Maureen McNichols
Marriner S. Eccles Professor of Public and Private Management; Professor of Law (by courtesy), Stanford Law School

Paul C. Pfeiderer
C.O.G Miller Distinguished Professor of Finance; Senior Associate Dean for Academic Affairs; Professor of Law (by courtesy), Stanford Law School

Madhav V. Rajan
Robert K. Jaedicke Professor of Accounting; Senior Associate Dean for Academic Affairs; Professor of Law (by courtesy), Stanford Law School

TYPICAL PARTICIPANT MIX

Management Function
10% Corporate Development
45% General Management
10% Human Resources
3% Information Technology
16% Research/Development
13% Sales/Marketing
3% Other

Industry
3% Aerospace/Defense
7% Biotechnology
13% Computer/Electronics/Software
7% Construction/Engineering/Materials
3% Environmental Services
13% Financial Services/Insurance
20% Manufacturing
10% Mining/Metal Processing/Petroleum/Oil/Gas
3% Pharmaceuticals/Medical Devices
17% Telecommunications/Information Services
4% Other

Region
10% Asia
3% Australia/New Zealand
3% Europe
81% North America
3% South America

gsb.stanford.edu/exed/fanfe
Customer-Focused Innovation

**Dates:** October 26 – 31, 2014  
**Application Deadline:** September 26, 2014  
**Tuition:** $14,500

Price subject to change. Tuition includes accommodations, meals, and materials. Discounts available for applicants from 501(c)(3) organizations.

**CONTENT OVERVIEW**

Customer-Focused Innovation takes a hands-on approach to eliminating the red tape that impedes innovation. Participants learn strategic frameworks to better understand customer experiences, develop deeper customer insights, and diffuse customer learning throughout the organization. The program provides cutting-edge insights into the sources of customer satisfaction and brand personality, as participants explore strategies for building a customer-centric culture. Leveraging resources from Stanford Graduate School of Business and the Hasso Plattner Institute of Design at Stanford, the program presents the latest research on customer-focused innovation, and features real-world field exercises in developing innovations to enhance user experiences in both B2C and B2B contexts.

**KEY TAKEAWAYS**

- Strategies to reduce bureaucratic processes and create an ambidextrous culture to support innovation
- Knowledge and skills to observe and understand the needs of users and customers, develop fast experiments and prototypes with users, and develop prediction markets
- Frameworks and tools for designing social brands

**FACULTY DIRECTORS**

**Hayagreeva Rao,** the Atholl McBean Professor of Organizational Behavior and Human Resources at Stanford Graduate School of Business, is an expert in social and cultural causes of organizational change. His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields. Rao is also Professor of Sociology (by courtesy), School of Humanities and Sciences and Academic Director of the Stanford Innovation and Entrepreneurship Certificate.

**Robert I. Sutton,** Professor of Management Science and Engineering at Stanford School of Engineering, is cofounder of the Hasso Plattner Institute of Design. He is also Professor of Organizational Behavior (by courtesy) at Stanford Graduate School of Business. Sutton studies the links between managerial knowledge and organizational action, innovation, and organizational performance, and has most recently authored *Good Boss, Bad Boss* (Business Plus, 2012) and *The No Asshole Rule* (Business Plus, 2007).

**OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY**

- **Jennifer L. Aaker**  
  General Atlantic Professor of Marketing
- **Robert A. Burgelman**  
  Edmund W. Littlefield Professor of Management
- **Charles A. O’Reilly III**  
  Frank E. Buck Professor of Management
- **Jeffrey Pfeffer**  
  Thomas D. Dee II Professor of Organizational Behavior
- **Baba Shiv**  
  Sanwa Bank, Limited, Professor of Marketing
Design Thinking Boot Camp: From Insights to Innovation

In collaboration with the Hasso Plattner Institute of Design at Stanford

Spring Program Dates: March 26 – 28, 2014
Application Deadline: January 10, 2014

Summer Program Dates: July 9 – 11, 2014
Application Deadline: May 2, 2014

Fall Program Dates: September 10 – 12, 2014
Application Deadline: July 11, 2014

Tuition: $10,000
Lodging not included in program tuition. Discounts available for applicants from 501(c)(3) organizations.

CONTENT OVERVIEW

The focus of Design Thinking Boot Camp is the implementation of powerful behaviors of innovation. Participants are part of a small multidisciplinary team that works collaboratively through a hands-on innovation challenge from start to finish. Participants leave the program with a strong understanding of the key principles and tactics of design thinking and the ability to execute them to drive innovation in their own organizations. To gain substantial and lasting impact from the program, participants will leave with an action plan, as well as a guide outlining the tools and methods taught during the program.

KEY TAKEAWAYS

• Frameworks for developing deep consumer insights
• Understanding of how to reduce risk and accelerate learning through rapid prototyping
• New approaches to drive toward innovation, not just incremental growth
• Strategies and tools to empower innovation in employees

FACULTY DIRECTOR

Perry Klebahn is a founding faculty member of Stanford’s Hasso Plattner Institute of Design (d.school). He is the founder and former CEO of Atlas Snowshoes, former COO of Patagonia, and former CEO of Timbuk2.

Participants will have access to diverse d.school faculty, as well as industry experts, throughout the program. They will work in small collaborative teams with an embedded hands-on coach providing real-time instruction, direction, and feedback.

HASSO PLATTNER INSTITUTE OF DESIGN AT STANFORD

The program’s approach is team-focused and “hands-on” — to learn by doing. All work is done at the d.school, Stanford’s Hasso Plattner Institute of Design, where customized studio space fosters radical collaboration and provides ample resources for participant teams to tackle big projects and produce innovative outcomes.

The d.school community’s culture and personality are strongly embodied by its environment, which is driven by modularity and adaptability. The walls are covered with whiteboard and other surfaces for capturing and sharing ideas. Most objects are on casters so they can be readily moved. Informal and formal team meeting spots are in abundant supply. The entire space functions as a prototype that is constantly being built and rebuilt to discover new ways to bolster classroom learning, support student teams, foster collaboration, and enhance the student experience.
WHO SHOULD ATTEND

This program is designed for marketing managers with at least eight years of management experience, as well as general managers with responsibility for marketing-related functions. It is appropriate for individuals from organizations of any size in any industry.

TYPICAL PARTICIPANT MIX

Management Function
10% Corporate Development
3% Finance/Accounting
22% General Management
2% Human Resources
3% Operations/Production
2% Research/Development
55% Sales/Marketing
3% Other

Industry
2% Accounting
4% Advertising/Marketing Services
4% Biotechnology
4% Chemicals
9% Computer/Electronics/Software
5% Education
14% Financial Services/Insurance/Real Estate
2% Food Service/Lodging
7% Health Care Services
23% Manufacturing
2% Petroleum/Oil/Gas
7% Retail/Wholesale
9% Telecommunications/Information Services
4% Transportation
4% Other

Region
14% Asia
3% Australia/New Zealand
22% Europe
52% North America
9% South America

CONTENT OVERVIEW

The Strategic Marketing Management program examines the core elements of marketing strategy, such as customer and competitor analysis, value delivery, pricing, relationship management, and brand management. The program integrates these elements to provide participants with the insight needed to create a cohesive marketing strategy within the context of an effective overall business strategy. These in-depth sessions explore competition and strategic interaction between firms, equip participants with insights on executing change management initiatives, and provide frameworks for aligning a firm's value proposition with its organizational culture. Drawing on the unique Silicon Valley spirit, this unique program includes content on innovation and decision making critical to marketers.

KEY TAKEAWAYS

• Understanding of competitive dynamics and how to integrate marketing strategy into the overall business strategy
• Tools for analyzing customer preferences and enhancing customer intimacy
• Frameworks for approaching innovation and its integration into organizational culture
• An overview of current digital media topics and trends

FACULTY DIRECTOR

Baba Shiv, the Sanwa Bank, Limited, Professor of Marketing at Stanford Graduate School of Business, specializes in the area of consumer decision making and decision neuroscience, with specific emphasis on the role of emotion in decision making, the neurological basis of emotion, and nonconscious mental processes in decision making.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Jennifer L. Aaker
General Atlantic Professor of Marketing
James M. Lattin
Robert A. Magowan Professor of Marketing
Jonathan Levav
Associate Professor of Marketing
Harikesh S. Nair
Associate Professor of Marketing
Madhav V. Rajan
Robert K. Jaedicke Professor of Accounting; Senior Associate Dean for Academic Affairs; Professor of Law (by courtesy), Stanford Law School
Hayagreeva Rao
Atholl McBean Professor of Organizational Behavior and Human Resources; Professor of Sociology (by courtesy), School of Humanities and Sciences; Academic Director, Stanford Innovation and Entrepreneurship Certificate
V. “Seenu” Srinivasan
Adams Distinguished Professor of Management, Emeritus
Influence and Negotiation Strategies Program

Dates: October 19 – 24, 2014  
Application Deadline: September 19, 2014  
Tuition: $11,500

Price subject to change. Tuition includes accommodations, meals, and materials. Discounts available for applicants from 501(c)(3) organizations and for teams of three or more from the same organization.

CONTENT OVERVIEW

The Influence and Negotiation Strategies Program features a comprehensive curriculum covering negotiation skills and tactics as well as methods of dispute resolution that can be applied when negotiations break down. Topics range from the use of influence strategies in the everyday work environment to complex deal negotiations involving cultural differences, coalitions, and ethical challenges. During this interactive program, participants take part in a variety of simulation exercises, from two-party to six-party negotiations, with constantly rotating partners from around the world.

KEY TAKEAWAYS

• Powerful strategies to improve influence in both two-party and multi-party negotiations
• Improved negotiation and dispute resolution strategies and skills
• General frameworks that emphasize a rational and ethical approach to negotiation

FACULTY DIRECTOR

Margaret A. Neale, the Adams Distinguished Professor of Management at Stanford Graduate School of Business, is known worldwide for her research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. She is coauthor of Negotiating Rationally (Free Press, 1992).

OTHER PROGRAM FACULTY

Brian S. Lowery  
Professor of Organizational Behavior, Stanford Graduate School of Business

Gregory B. Northcraft  
Professor of Business Administration and Harry J. Gray Professor of Executive Leadership, University of Illinois at Urbana-Champaign

Larissa Z. Tiedens  
Jonathan B. Lovelace Professor of Organizational Behavior, Stanford Graduate School of Business

WHO SHOULD ATTEND

Executives from any functional area, with 10 or more years of management experience, will benefit from this program. It is appropriate for executives from organizations of any size or any industry.

TYPICAL PARTICIPANT MIX

Management Function
2% Administration  
9% Corporate Development  
2% Finance/Accounting  
49% General Management  
5% Information Technology  
2% Logistics  
7% Operations/Production  
5% Research/Development  
16% Sales/Marketing  
3% Other

Industry
2% Aerospace/Defense  
2% Biotechnology  
14% Computer/Electronics/Software  
7% Construction/Engineering/Materials  
7% Consulting  
7% Education  
16% Financial Services/Insurance/Real Estate  
5% Government  
8% Health Care/Pharmaceuticals/Medical Devices  
12% Manufacturing/Consumer Products  
4% Mining/Metal Processing/Petroleum/Oil/Gas  
7% Telecommunications/Information Services  
9% Other

Region
9% Africa  
5% Asia  
5% Australia/New Zealand  
30% Europe  
46% North America  
5% South America
Executive Program in Strategy and Organization

Dates: July 13 – 25, 2014
Application Deadline: June 2, 2014
Tuition: $22,500

Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW

The Executive Program in Strategy and Organization enables executives to apply the results of Stanford’s pioneering multidisciplinary 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 come away with the skills necessary to design and build powerful, winning action plans.

KEY TAKEAWAYS

- An understanding of how to gain alignment between a firm’s strategy, the way in which it is organized, and the environment in which it competes
- Analytical tools for identifying and evaluating a firm’s strategy and its position in the industry
- Applicable frameworks for executing change management initiatives effectively

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.

TYPICAL PARTICIPANT MIX

Management Function
- Corporate Development: 11%
- Finance/Accounting: 4%
- General Management: 49%
- Human Resources: 5%
- Information Technology: 4%
- Logistics: 9%
- Operations/Production: 9%
- Sales/Marketing: 9%

Industry
- Aerospace/Defense: 6%
- Computer/Electronics/Software: 17%
- Construction/Engineering/Materials: 2%
- Consulting: 2%
- Education: 15%
- Financial Services/Insurance: 7%
- Government: 12%
- Manufacturing: 12%
- Mining/Metal Processing/Petroleum/Oil/Gas: 8%
- Pharmaceuticals/Medical Devices: 4%
- Real Estate: 2%
- Retail/Wholesale: 4%
- Telecommunications/Information Services: 7%

Region
- Africa: 5%
- Asia: 11%
- Australia/New Zealand: 5%
- Europe: 15%
- Middle East: 4%
- North America: 53%
- South America: 7%

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

- William P. Barnett, the Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations
- D. John Roberts, the John H. Scully Professor of Economics
- Steven Callander, Associate Professor of Political Economy
- David M. Kreps, Adams Distinguished Professor of Management, Professor of Economics (by courtesy), School of Humanities and Sciences
- Paul Oyer, Fred H. Merrill Professor of Economics
- Jeffrey Pfeffer, Thomas D. Dee II Professor of Organizational Behavior
- Haagreeva Rao, Atholl McBean Professor of Organizational Behavior and Human Resources, Professor of Sociology (by courtesy), School of Humanities and Sciences
- Condoleezza Rice, Denning Professor in Global Business and the Economy
- Sarah A. Soule, Morgridge Professor of Organizational Behavior, Professor of Sociology (by courtesy)
- Seungjin Whang, Jagdeep and Roshni Singh Professor of Operations, Information and Technology
Leading Change and Organizational Renewal

Dates at Harvard: March 16 – 21, 2014
June 1 – 6, 2014
Dates at Stanford: November 2 – 7, 2014
Application Deadline: October 6, 2014
Tuition: $14,000
Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW
Leading Change and Organizational Renewal emphasizes learning in action and provides tools, time, and structure for participants to apply the learning to their own business situations. Directed by senior faculty from both Stanford Graduate School of Business and Harvard Business School, this program represents a unique collaboration between leading researchers and practitioners in the area of organizational change and renewal. Structured work groups provide high-level participant interaction outside the classroom, with participants giving group presentations at the end of the program.

KEY TAKEAWAYS
• Practical approaches and tools to help analyze and design a comprehensive strategy for promoting innovation and strategic change throughout an organization
• Models and frameworks for meeting today's business performance challenges while innovating for the future
• Multimedia Action Learning Toolkit, including faculty video cases, electronic slides, and workbooks, to help apply the program insights to each participant’s specific short- and long-term business challenges

FACULTY DIRECTOR
Charles A. O'Reilly III, the Frank E. Buck Professor of Management at Stanford Graduate School of Business, is a world-renowned expert in human resource management and in the areas of managing culture, innovation, and change. He is the coauthor of Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal (Harvard Business School Press, 2002) and Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People (Harvard Business School Press, 2000).

OTHER PROGRAM FACULTY
Robert A. Burgelman
Edmund W. Littlefield Professor of Management, Stanford Graduate School of Business
Francis J. Flynn
Paul E. Holden Professor of Organizational Behavior, Stanford Graduate School of Business; Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research
Deborah H. Gruenfeld
Mohgadam Family Professor of Leadership and Organizational Behavior, Stanford Graduate School of Business
Jeffrey Pfeffer
Thomas D. Dee II Professor of Organizational Behavior, Stanford Graduate School of Business
Hayagreeva Rao
Atholl McBean Professor of Organizational Behavior and Human Resources, Stanford Graduate School of Business; Professor of Sociology (by courtesy), School of Humanities and Sciences; Academic Director, Stanford Innovation and Entrepreneurship Certificate Program
Michael L. Tushman
Paul R. Lawrence MBA Class of 1942 Professor of Business Administration, Harvard Business School

TYPICAL PARTICIPANT MIX
Management Function
4% Corporate Development
5% Finance/Accounting
48% General Management
9% Human Resources
4% Information Technology
2% Logistics
9% Operations/Production
4% Research/Development
13% Sales/Marketing
2% Other

Industry
5% Aerospace/Defense
2% Broadcasting
2% Community Development Services
6% Computer/Electronics/Software
11% Education
4% Entertainment/Leisure
4% Environmental Services
13% Financial Services/Insurance
7% Government
13% Health Care/Pharmaceuticals/Medical Devices
11% Manufacturing/Industrial Products
2% Petroleum/Oil/Gas
2% Retail/Wholesale
2% Telecommunications/Information Services
4% Transportation
5% Utilities
7% Other

Region
4% Africa
7% Asia
7% Australia/New Zealand
35% Europe
4% Middle East
38% North America
5% South America

gsb.stanford.edu/exed/lcor

EXECUTIVE EDUCATION / ORGANIZATIONAL LEADERSHIP 15
Managing Talent for Strategic Advantage

Dates: August 24 – 29, 2014
Application Deadline: July 21, 2014
Tuition: $10,500
Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW
Leaders today must be effective at simultaneously monitoring current performance, managing incremental innovation, and leading more revolutionary change efforts. Managing Talent for Strategic Advantage explores how to manage this delicate balancing act by emphasizing methods to align HR strategy with the overall business strategy. Participants will learn how to utilize human resource levers — such as culture, compensation, and performance management — to build competitive advantage and drive success.

KEY TAKEAWAYS
• Concepts and frameworks that help participants directly link human resources with their organization’s vision and competitive strategy
• Sophisticated understanding of how to manage human resource policies and practices in ways that add the most value to the organization
• Ability to identify the customer value proposition and link it to the organization’s culture

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Francis J. Flynn
Paul E. Holden Professor of Organizational Behavior; Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research

David F. Larcker
James Irvin Miller Professor of Accounting; Professor of Law (by courtesy), Stanford Law School; Director of the Corporate Governance Research Program; Morgan Stanley Director of the Center for Leadership Development and Research; Senior Faculty of the Arthur and Toni Rembe Rock Center for Corporate Governance at Stanford

Margaret A. Neale
Adams Distinguished Professor of Management

Charles A. O’Reilly III
Frank E. Buck Professor of Management

Jeffrey Pfeffer
Thomas D. Dee II Professor of Organizational Behavior

Jesper B. Sørensen
Robert A. and Elizabeth R. Jaffe Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences; Director of the Center for Social Innovation; Director of Education and Dissemination, Stanford Institute for Innovation in Developing Economies

Sarah A. Soule
Morgridge Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences

Robert I. Sutton
Professor of Organizational Behavior (by courtesy); Professor of Management Science and Engineering, Stanford School of Engineering
Strategies and Leadership in Supply Chains

Dates: August 17 – 22, 2014
Application Deadline: July 14, 2014
Tuition: $10,500

Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW
Strategies and Leadership in Supply Chains focuses on the innovative ways in which organizations can leverage the supply chain to create and capture the most value. Particular emphasis is placed on the cross-functional coordination and collaboration that are necessary to drive supply chain excellence in both established and emerging economies. The program also provides a detailed look at points of supply and demand, global supply chains, sustainability, advanced technologies, and market implications. By integrating ideas from the latest research with best practices, participants learn how to structure the supply chain so it can influence the strategic and organizational direction of their company.

KEY TAKEAWAYS
• Supply chain strategies to create a competitive edge
• New business strategies for value creation
• Approaches to leadership that can transform the supply chain to new levels of excellence for both the enterprise itself and its supply chain partners

FACULTY DIRECTOR
Hau L. Lee, the Thoma Professor of Operations, Information and Technology at Stanford Graduate School of Business, is one of the world’s leading experts in supply chain management. He is the Faculty Director of the Stanford Institute for Innovation in Developing Economies (SEED).

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY
William P. Barnett
Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Director of the Center for Global Business and the Economy; Affiliated Faculty, Stanford Woods Institute for the Environment

Michael E. Marks
Lecturer in Management

Haim Mendelson
Kleiner Perkins Caufield & Byers Professor of Electronic Business and Commerce, and Management; Director of the Stanford Global Supply Chain Management Forum

Seungjin Whang
Jagdeep and Roshni Singh Professor of Operations, Information and Technology

WHO SHOULD ATTEND
Functional executives and general managers who have strategic responsibilities for supply chain management, manufacturing, operations, logistics, distribution, or procurement will benefit from this program, as will individuals whose functional areas and responsibilities are directly involved in and/or affected by the supply chain process. It is appropriate for executives from any organization facing the challenges of managing complex global supply chains.

TYPICAL PARTICIPANT MIX

Management Function
5% Corporate Development
29% General Management
3% Information Technology
16% Logistics
34% Operations/Production
5% Research/Development
3% Sales/Marketing
5% Other

Industry
11% Aerospace/Defense
3% Biotechnology
13% Computer/Electronics/Software
5% Consulting
3% Education
6% Financial Services/Insurance/Real Estate
3% Government
8% Health Care Services/Pharmaceuticals/Medical Devices
21% Manufacturing
8% Mining/Metal Processing/Petroleum/Oil/Gas
3% Telecommunications/Information Services
14% Transportation
2% Other

Region
8% Africa
14% Asia
19% Europe
54% North America
5% South America
WHO SHOULD ATTEND

Participants will include mostly high-level executives of Asian ancestry, typically with job titles such as director or vice president, working in U.S. or global companies from a wide range of industries.

TYPICAL PARTICIPANT MIX

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Development</td>
<td>3%</td>
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<tr>
<td>Finance/Accounting</td>
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<tr>
<td>General Management</td>
<td>31%</td>
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<td>Information Technology</td>
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<tr>
<td>Operations/Production</td>
<td>3%</td>
</tr>
<tr>
<td>Research/Development</td>
<td>19%</td>
</tr>
<tr>
<td>Sales/Marketing</td>
<td>14%</td>
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<tr>
<td>Other</td>
<td>14%</td>
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<table>
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<tr>
<th>Industry</th>
<th>Percentage</th>
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</thead>
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<tr>
<td>Agriculture/Food/Beverages</td>
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<td>Computer/Electronics/Software</td>
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<tr>
<td>Entertainment/Leisure</td>
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<tr>
<td>Financial Services/Insurance</td>
<td>28%</td>
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<tr>
<td>Telecommunications/Information Services</td>
<td>10%</td>
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<tr>
<td>Utilities</td>
<td>11%</td>
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</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>18%</td>
</tr>
<tr>
<td>North America</td>
<td>82%</td>
</tr>
</tbody>
</table>

CONTENT OVERVIEW

The Advanced Leadership Program for Asian-American Executives will accelerate the development of global business leadership skills of senior executives working in U.S. or global companies. Stanford’s Asian-American executive program is the first of its kind to address the apparent gap in effective executive training for high-achieving Asian executives — a gap substantiated by the surprising disparity between Asians in the corporate workforce and those in executive positions.

KEY TAKEAWAYS

- Concepts for more effective influence, negotiations, and communications that help participants achieve better results, framed around the Asian-American cultural context
- Frameworks for leading cross-functional teams to succeed on a global scale and in dynamic and uncertain competitive environments
- A vital network of professionals from diverse industries who face similar challenges

FACULTY DIRECTORS

Hayagreeva Rao, the Atholl McBean Professor of Organizational Behavior and Human Resources at Stanford Graduate School of Business, is an expert in social and cultural causes of organizational change. His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields. Rao is also Professor of Sociology (by courtesy), School of Humanities and Sciences, and Academic Director of the Stanford Innovation and Entrepreneurship Certificate.

Seungjin Whang, the Jagdeep and Roshni Singh Professor of Operations, Information and Technology at Stanford Graduate School of Business, is an expert in supply chain management and the economics of information systems. He is the codirector of the Stanford-National University of Singapore Executive Program in International Management.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Steven Callander
Associate Professor of Political Economy

Francis J. Flynn
Paul E. Holden Professor of Organizational Behavior; Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research

Margaret A. Neale
Adams Distinguished Professor of Management

Charles A. O’Reilly III
Frank E. Buck Professor of Management

Joel C. Peterson
Robert L. Joss Consulting Professor of Management

Jeffrey Pfeffer
Thomas D. Dee II Professor of Organizational Behavior

Carole Robin
MBA Class of 1978 Lecturer in Organizational Behavior

Baba Shiv
Sanwa Bank, Limited, Professor of Marketing
Executive Program for Women Leaders

**Dates:** May 4 – 9, 2014  
**Application Deadline:** April 4, 2014  
**Tuition:** $11,000  
Price subject to change. Tuition includes accommodations, meals, and materials.

**CONTENT OVERVIEW**
Through a rigorous combination of lectures, interactive exercises, and leadership diagnostics, the Executive Program for Women Leaders explores the critical areas of negotiation, team effectiveness, power and relationships, social networks and influence, and communication, empowering participants with the latest strategies and tools for navigating complex management issues.

**KEY TAKEAWAYS**
- Knowledge of the dynamics involved in successful negotiation and the skills to develop expertise as a negotiator
- Ability to optimize team effectiveness through analyzing team composition, leveraging information sharing, and resolving leadership issues
- Skills for interpreting the subtle messages of power, identifying and understanding management styles and their organizational impact, and managing meetings involving many individuals with different goals and agendas
- Deeper understanding of social networks and techniques to influence individuals and groups

**FACULTY DIRECTORS**

**Margaret A. Neale**, the Adams Distinguished Professor of Management at Stanford Graduate School of Business, is known worldwide for her research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. She is coauthor of *Negotiating Rationally* (Free Press, 1992).

**Deborah H. Gruenfeld**, the Moghadam Family Professor of Leadership and Organizational Behavior at Stanford Graduate School of Business, is a social psychologist whose research shows how social structure affects the working of the mind. Her current research examines the psychological consequences of having power, which include an action orientation, the tendency to objectify others, effects on ideological beliefs, and disinhibited behavior.

**OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY**

**Jennifer L. Aaker**  
General Atlantic Professor of Marketing

**Shelley Correll**  
Barbara D. Finberg Director, Michelle R. Clayman Institute for Gender Research; Professor of Sociology, School of Humanities and Sciences; Professor (by courtesy), Stanford Graduate School of Business

**Francis J. Flynn**  
Paul E. Holden Professor of Organizational Behavior; Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research

**Baba Shiv**  
Sanwa Bank, Limited, Professor of Marketing

**Sarah A. Soule**  
Morgridge Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences

**TYPICAL PARTICIPANT MIX**

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Industry</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Development</td>
<td>Advertising/Marketing Services</td>
<td>Africa</td>
</tr>
<tr>
<td>Finance/Accounting</td>
<td>Biotechnology</td>
<td>Asia</td>
</tr>
<tr>
<td>General Management</td>
<td>Computer/Electronics/Software</td>
<td>Australia/New Zealand</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Education</td>
<td>Europe</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Entertainment/Leisure/</td>
<td>Middle East</td>
</tr>
<tr>
<td>Operations/Production</td>
<td>Food Service/Lodging</td>
<td>North America</td>
</tr>
<tr>
<td>Research/Development</td>
<td>Social Welfare</td>
<td>South America</td>
</tr>
<tr>
<td>Sales/Marketing</td>
<td>Financial Services/Insurance</td>
<td>Transportation/Information Services</td>
</tr>
<tr>
<td>Other</td>
<td>Health Care Services/Pharmaceuticals/Medical Devices</td>
<td>Utilities</td>
</tr>
</tbody>
</table>

**gsb.stanford.edu/exed/epwl**
Executive Program in Leadership: The Effective Use of Power

Check website for program dates and application deadline. Tuition: $12,000
Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW
The Executive Program in Leadership is designed to help participants put effective, collaborative methods of leadership to work in their organizations and leverage the leadership potential of all members of their teams. Participants focus on developing their own leadership skills and personal influence, as well as exploring strategies for building a team of strong individuals who will support each other, deal with tough problems in an efficient manner, and be accountable for results.

A Leadership Questionnaire is distributed to each participant’s direct reports before the program. Participants then use the results to develop their own leadership action plans tailored to their personal objectives and the needs of their companies.

KEY TAKEAWAYS
• Strategies for using personal power and building strong, mutual influence relationships within the organization
• Skills for building a strong, cohesive team that can solve tough problems efficiently
• Practical tools that can be applied immediately, based on the participant’s personalized Leadership Questionnaire and the Change Plan

FACULTY DIRECTOR
David L. Bradford, the Eugene D. O’Kelly II Senior Lecturer in Leadership, Emeritus, Stanford Graduate School of Business, teaches and conducts research on leadership and the characteristics of high-performance teams at the executive level. He is the coauthor of several widely recognized books, including Managing for Excellence (Wiley, 1984), Power Up: Transforming Organizations Through Shared Responsibility Leadership (Wiley, 1998), and Influence Without Authority (Wiley, 2005).

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY
Charles A. O’Reilly III
Frank E. Buck Professor of Management

Jeffrey Pfeffer
Thomas D. Dee II Professor of Organizational Behavior

Carole Robin
MBA Class of 1978 Lecturer in Organizational Behavior

WHO SHOULD ATTEND
This program is designed for senior-level executives and general managers with at least seven years of management experience. Participants must have at least four direct reports. It is appropriate for executives from organizations of any size and in any industry.

TYPICAL PARTICIPANT MIX
Management Function
6% Corporate Development
6% Finance/Accounting
54% General Management
4% Human Resources
2% Information Technology
2% Operations/Production
12% Research/Development
10% Sales/Marketing
4% Other

Industry
2% Accounting
2% Agriculture/Food/Beverages
10% Computer/Electronics/Software
4% Consulting
6% Education
17% Financial Services/Insurance
11% Government
11% Health Care/Pharmaceuticals/Medical Devices
4% Manufacturing
2% Military
15% Mining/Metal Processing/Petroleum/Oil/Gas
2% Printing/Publishing
2% Retail/Wholesale
8% Telecommunications/Information Services
4% Utilities

Region
12% Africa
2% Asia
2% Australia/New Zealand
24% Europe
6% Middle East
52% North America
2% South America
Interpersonal Dynamics for High-Performance Executives

Dates: June 22 – 27, 2014
Location: Chaminade Resort, Santa Cruz, California
Application Deadline: May 16, 2014
Tuition: $14,500

Price subject to change. Tuition includes accommodations, meals, and materials.

CONTENT OVERVIEW
Recent data shows that top-performing leaders exhibit high emotional intelligence; they are able to adapt interpersonally and thrive in a diverse range of situations. This workshop focuses on improving emotional intelligence via T-Group methodology — using small, experiential group settings to observe how individual behavior affects others in real time, practice key leadership skills with peer feedback, and transfer learning directly to the participant’s work situation. This unique program, hailed as nothing less than transformative, was developed from 30 years of work by faculty director David Bradford and his colleagues. Class size is limited to 36 participants (divided into T-Groups of 12) to ensure maximized interaction with faculty and peer teams.

KEY TAKEAWAYS
• Skills for developing, managing, and adapting personal style and behavior to a wider range of constituents for more effective leadership
• Frameworks and practice for inviting and providing feedback that strengthens performance and relationships
• Plans for applying the program learnings to participants’ own specific work situations and committing to a set of concrete implementation goals
• Optional follow-up coaching within two months of the program to help implement the application plan
• Practical tools that can be applied immediately based on the personalized Leadership Questionnaire distributed to each participant’s colleagues and direct reports before the program

FACULTY DIRECTOR
David L. Bradford, the Eugene D. O’Kelly II Senior Lecturer in Leadership, Emeritus, Stanford Graduate School of Business, teaches and conducts research on leadership and the characteristics of high-performance teams at the executive level. He is the coauthor of several widely recognized books, including Managing for Excellence (Wiley, 1984), Power Up: Transforming Organizations Through Shared Responsibility Leadership (Wiley, 1998), and Influence Without Authority (Wiley, 2005).

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY
Mary Ann Huckabay
Lecturer in Organizational Behavior

Carole Robin
MBA Class of 1978 Lecturer in Organizational Behavior

TYPICAL PARTICIPANT MIX
Management Function
6% Corporate Development
9% Finance/Accounting
37% General Management
9% Human Resources
6% Information Technology
3% Logistics
3% Operations/Production
18% Sales/Marketing
9% Other

Industry
3% Advertising/Marketing Services
3% Aerospace/Defense
3% Consulting
3% Education
12% Electronics/Software
9% Financial Services/Insurance
12% Food Service/Lodging
12% Health Care/Pharmaceuticals/Medical Devices
16% Manufacturing
9% Mining/Metal Processing/Petroleum/Oil/Gas
3% Nonprofit
3% Private Foundation
3% Retail/Wholesale
6% Telecommunications/Information Services
3% Utilities

Region
7% Africa
13% Europe
3% Middle East
70% North America
7% South America
Managing Teams for Innovation and Success

Dates: June 15 – 20, 2014
Application Deadline: May 16, 2014
Tuition: $10,500

Price subject to change. Tuition includes accommodations, meals, and materials. Discounts available for applicants from 501(c)(3) organizations and for teams of three or more from the same organization.

CONTENT OVERVIEW

When managed well, teams stimulate creativity and innovation, make an organization more adaptive to market forces, and tap into a firm’s intellectual resources to drive breakthrough results. Through hands-on learning experiences, Managing Teams for Innovation and Success approaches team building at the strategic level, evaluating not only the structure and management of high-performance teams but also whether it is appropriate to use teams or individuals to most effectively accomplish a given goal. Participants also explore team dynamics from the perspectives of both team leaders and team members to build a deeper understanding of the implications of management decisions.

KEY TAKEAWAYS

• Strategies for building high-performing teams and eliminating obstacles to effective teamwork
• Tools to define and communicate manager and team member roles
• Methodologies to manage the complexities of group dynamics, including decision making, power, and conflict

FACULTY DIRECTOR

Margaret A. Neale, the Adams Distinguished Professor of Management at Stanford Graduate School of Business, is known worldwide for her research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. She is coauthor of Negotiating Rationally (Free Press, 1992).

OTHER PROGRAM FACULTY

Francis J. Flynn
Paul E. Holden Professor of Organizational Behavior; Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research, Stanford Graduate School of Business

Brian S. Lowery
Professor of Organizational Behavior, Stanford Graduate School of Business

Gregory B. Northcraft
Professor of Business Administration and Harry J. Gray Professor of Executive Leadership, University of Illinois at Urbana-Champaign

Larissa Z. Tiedens
Jonathan B. Lovelace Professor of Organizational Behavior, Stanford Graduate School of Business
Other Learning Opportunities

In addition to open enrollment and custom programs, Stanford Graduate School of Business offers numerous continuing education opportunities to improve executives’ critical analytical thinking skills, expand leadership abilities, hone innovative thinking capabilities, and increase awareness of new research to stay ahead of the competition.

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APPLY BY EMAIL
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APPLY BY MAIL OR FAX
Applicants wishing to apply via postal mail or fax can download an application from the program website or request an application be sent to them directly.

APPLICATION PROCESS
Prospective participants may submit their application materials at any time before the application deadline. Our application coordinator will confirm receipt of your application by email or fax within 72 hours. Applicants will be notified of their admission status no later than six weeks after submitting the application. Application does not guarantee admission; an Admissions Committee will review all complete applications. Applications received after the application deadline will be considered on a space-available basis.

If you do not receive confirmation of receipt of your application within 72 hours, please email executive_education@gsb.stanford.edu or call 866.542.2205 (toll free, USA and Canada only) or 650.723.3341.

Program dates, fees, and faculty are subject to change. If a program is cancelled Stanford will refund the program tuition in full but is not responsible for travel, accommodations, or other expenses incurred by the participant.

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