INSEAD Leadership Programme for Senior Executives – India

Partner Programmes

The Business School for the World®

10+ Years of ILPSE
About INSEAD

Be the driving force of change

At INSEAD, we understand that education needs to change too. We understand that education has a duty to keep pace with digital transformation; to adapt to the evolving needs of learners and leaders; and to empower decision-makers with the refreshed knowledge, the understanding, the vision and the tools to navigate all of this uncertainty with clarity and confidence. Whenever, wherever and however you need. That’s why at INSEAD we have leveraged our full expertise to design and deliver next-generation learning experiences – experiences that offer the flexibility and adaptability to meet every individual and organisational need, without ever compromising on the consistency, the quality, the diversity and transformational impact that have always set learning at INSEAD apart.

As leaders look to reinvent themselves, their teams and their organisations, our programmes give them the inspiration, motivation, confidence and skill set they need. We give them the tools to analyse the world through multiple lenses and to create solutions that are game-changing.

Sameer Hasija
Dean of Executive Education
In Numbers

- 220,000+ Executives trained since 1967
- 125+ Nationalities and unique cultural perspectives
- 165+ World-class, thought-leading faculty

- 50,000+ Online programme participants since 2014
- 3 Full campuses across Europe, Asia and the Middle East
- New INSEAD San Francisco Hub for Business Innovation

- 70+ Open programmes to support your career
- 12,400+ Participants yearly
- 3,500+ Organisations partner with us every year
Message from the programme directors

Invest in your career

Now in its 13th year, the INSEAD Leadership Programme for Senior Executives (ILPSE) – India offers an integrated approach to general management that combines the imagination and creativity of entrepreneurship with the strong functional focus of operating managers. With an extraordinary record of success, this transformative programme will prepare you for senior management roles and provide a timely boost for your career.

Rooted in the Indian context but delivered by international faculty, ILPSE is a one-year part-time programme built on three key pillars:
- A grounding in modern management theory – including an emphasis on new and emerging technologies, marketing and harnessing data to drive growth
- Practical experience and hands-on engagement with the practice of business management
- Self-reflection and introspection that allow for the development of crucial "soft skills" that are indispensable for effectiveness in senior leadership positions.

The programme leverages week-long immersions at INSEAD’s global hubs near Paris and in Singapore, along with sessions in India, to provide an unmatched international educational experience. Throughout the programme, you will benefit from 360° assessments, one-on-one coaching and ongoing personal development. Apart from gaining cutting-edge insights from INSEAD’s multicultural faculty, you will also learn from a diverse group of experienced and talented fellow participants who represent a wide spectrum of industries.

Programme Directors

V. (Paddy) Padmanabhan
Professor of Marketing; The Unilever Chaired Professor of Marketing

Balagopal (Bala) Vissa
Professor of Entrepreneurship and Family Enterprise
The diversity of participants is critical to the learning experience. Our participants come from a wide range of functions, industries, backgrounds, companies and life experiences.

What they all share in common:
• Proven leadership potential
• Strong achievement, drive and motivation
• Depth of business experience (minimum of ten years; 16 years on average, with significant time in management)
• Recognised career progress
• Enthusiasm for learning and intellectual development
ILPSE, at this juncture in my life, has been the best investment I have made in myself. If you have achieved functional excellence and are looking to define your path to greater success – whether through widening your scope, making a larger impact, or starting something new – this programme is your route to get there.

If you are looking for a powerhouse of transformational knowledge and a programme that would guide you for a lifetime, wherever you are and in whatever profession you are, ILPSE is the best.

Thejaswini Kodavur
Senior Software Engineering Manager, Delphix

The whole programme reignited my student mindset, with each module pushing me to ask questions and think differently. It prepared me to apply a more process-driven approach to my work and in setting priorities. The programme was extremely well organised. Each takeaway was like a drop in the ocean that ended up changing my whole perspective.

Vipul Agrawal
Co-founder, Unlu

ILPSE, at this juncture in my life, has been the best investment I have made in myself. If you have achieved functional excellence and are looking to define your path to greater success – whether through widening your scope, making a larger impact, or starting something new – this programme is your route to get there.

Neha Jain
Head of Communication, Asia-Pacific, American Tower
Comprehensive curriculum

ILPSE is thoroughly intense and exhilarating. While you continue in your career, you periodically participate in intense learning in a stimulating environment and blend your new knowledge with work back at the office. ILPSE’s academic component is structured around three types of modules: general management and leadership-oriented modules leading to integrated learning of leadership-related skills and behaviours, functional modules and advanced functional modules. In addition, participants will complete optional online coursework covering basic financial concepts.

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<th>Leading Self</th>
<th>Leading Teams</th>
<th>Leading Organisations</th>
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<td>• Personal Leadership Agenda</td>
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<td>• Unconscious Group Dynamics Beneath the Surface</td>
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<td>• Networking and Social Capital</td>
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<td>• Emotions and Emotional Intelligence</td>
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<td>• INSEAD Global Executive Leadership Mirror (GELM) – 360° Feedback and Leadership Coaching</td>
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<td>• Influence and Persuasion</td>
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<td>• Leading People and Teams</td>
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<td>• Managing Leadership</td>
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<td>• Game Theory</td>
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<td>• Accounting, Finance and Private Equity</td>
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<td>• Macroeconomics</td>
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<td>• Operations and Supply Chain Management</td>
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<td>• Capstone General Management Simulation</td>
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<td>Sessions</td>
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<tr>
<td>Module 1</td>
<td>Programme Introduction and Group Intro</td>
<td>29–30 June 2024</td>
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<td>PLA + Team Building Activity</td>
<td>1–5 July 2024</td>
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<td>Managing Leadership Transition</td>
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<td>Judgement and Decision-Making</td>
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<td>Business Strategy and Multi-Business Strategy</td>
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<td>Building Useful Networks</td>
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<td>Leading Change in Complex Organizations</td>
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<td>Corporate Entrepreneurship</td>
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<td>Module 2.1</td>
<td>Financial Accounting (FFA)</td>
<td>29 July–29 August 2024</td>
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<td>Module 2.2</td>
<td>Financial Accounting</td>
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<td>27–28 September 2024</td>
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<td>Module 3</td>
<td>Beneath the Surface: Introduction</td>
<td>19–25 October 2024</td>
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<td>Getting Things done</td>
<td>25 October 2024</td>
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<td>Emotions and Emotional Intelligence</td>
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<td>Influence and Persuasion</td>
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<td>India Business Dialogue</td>
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<td>Module 4.1</td>
<td>Negotiation Skills</td>
<td>8–9 November 2024</td>
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<td>Module 4.2</td>
<td>Marketing</td>
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<td>29–30 November 2024</td>
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<td>Module 4.3</td>
<td>Corporate Finance</td>
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<td>13–14 December 2024</td>
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*Schedule and topics are subject to change.
## 2024–2025 schedule*

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<tr>
<th>Sessions</th>
<th>Dates</th>
<th>Locations</th>
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<tbody>
<tr>
<td>Module 5</td>
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<tr>
<td>- Communication Skills</td>
<td>18–25 January 2025</td>
<td>On Campus</td>
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<td>- Macroeconomics</td>
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<td>- Multi-Business Strategy</td>
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<td>- Applied Game Theory/Strategic Thinking</td>
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<td>- Reimaging Organisations</td>
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<td>- Corporate Governance</td>
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<td>- Diversity and Inclusion</td>
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<td>Module 6.1</td>
<td>Creativity</td>
<td>21–22 February 2025</td>
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<td><strong>3 Hours per day</strong></td>
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<td>Module 6.2</td>
<td>Operations Management</td>
<td>25–26 April 2025</td>
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<td>3 May 2025</td>
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<td>Module 6.3</td>
<td>Private Equity</td>
<td>16–17 May 2025</td>
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<td>24 May 2025</td>
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<td>Module 7</td>
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<tr>
<td>- Marketing</td>
<td>12–19 July 2025</td>
<td>On Campus</td>
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<td>- GELM-based group coaching</td>
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<td>- SATTVA Simulation</td>
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<td>- SATTVA Learnings and Graduation</td>
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Learn from thought leaders

Our dedicated and accomplished faculty is the starting point for the programme. Appreciating both theory and practice, they accept that concepts do not amount to insights unless they succeed in solving real business problems.

Selected from among leading academic, business and management researchers, the ILPSE faculty is composed of a mix of INSEAD professors as well as renowned guest speakers from leading businesses in India who combine to form a focused team that will significantly build your knowledge and provide you with a set of dynamic tools.

The teaching and research staff are not simply world experts in modern management techniques and entrepreneurial studies. They are also experts at passing on their skills. Our faculty’s inspirational talent in teaching is as important as their commitment to advancing scholarship.

Their specialisations and fields of research are also diverse, covering the major issues facing international business. Not surprisingly, given our emphasis on multiculturalism, much of the faculty’s work has a global dimension.
Networking opportunities

The INSEAD India Business Dialogue* is organised as an integral part of the programme. The dialogues bring together industry leaders, experts and INSEAD alumni. Each year, these events connect industry leaders, distinguished experts and experienced delegates from India and around the globe to discuss and debate on varied facets of the Indian economy.

Acquire insights through the business leader interview

What sets ILPSE apart is the extraordinary access the programme provides to global business leaders. As part of your programme journey, you will conduct a business leader interview (BLI) with a successful business leader whom you respect and admire.

BLI is a novel opportunity for participants to interview a wide range of business luminaries, including Michael Dell, Azim Premji and Narayana Murthy.

*The INSEAD India Business Dialogue event is subject to change for reasons beyond the control of INSEAD.

INSEAD Leadership Programme for Senior Executives - India
Meet the programme faculty

Faculty members

Vikas Agarwal
Associate Professor of Entrepreneurship and Family Enterprise; Academic Co-Director, Global Private Equity Initiative (GPEI)

Phanish Puranam
Professor of Strategy

Katharina Balazs
Associate Professor at ESCP Europe; Executive coach at the INSEAD Global Leadership Centre

Stefan Thau
Professor of Organisational Behaviour; The Cora Chaired Professor of Leadership and Learning

Guoli Chen
Professor of Strategy

Ian Woodward
Professor of Management Practice in Organisational Behaviour

Pushan Dutt
Professor of Economics, The Shell Fellow of Economic Transformation

Michael Writer
Guest lecturer with a range of specialist executive education programs for INSEAD

Ivana Naumovska
Associate Professor of Entrepreneurship and Family Enterprise

Faculty are subject to change.
Visiting faculty members

Shantanu Bhattacharya
Lee Kong Chian Professor of Operations Management; Deputy Dean (Programmes) and Academic Director; PhD in Business (General Management) at Lee Kong Chian School of Business, Singapore Management University

Dominique Jacquet
Professor of Corporate Finance and Head of Economics and Finance at the Ecole des Ponts, Visiting scholar at INSEAD Social Innovation Centre, Affiliate professor at HEC Montréal, Visiting fellow at CIRANO (Montréal)

Jake Cohen
Senior Associate Dean for Undergraduate and Master’s Programmes; Senior Lecturer, Accounting and Law at MIT Sloan School of Management

Debanjan “Deb” Mitra
VOYA Financial Chair and Professor of Marketing at the University of Connecticut’s School of Business

Nuno Delicado
Founding Partner at Pluris Value; Lecturer at INSEAD; Lecturer at Lee Kuan Yew School of Public Policy, National University of Singapore

Peter Goodson
Distinguished Teaching Fellow at UC Berkeley Haas School of Business

Jamie Anderson
Professor of Leadership and Strategy at Antwerp Management School

Jason D Shaw
Professor, Division of Leadership, Management and Organisation at Nanyang Technological University

Faculty are subject to change.
Past guest speakers

Adi Godrej
Chairman

Nitin Paranjpe
Chief Operating Officer

Harsh Mariwala
Founder & Chairman

Mohandas Pai
Chairman

Morgan Stanley

Ridham Desai
Managing Director

Mukund Rajan
Chairman

Manish Sabharwal
Chairman

R Gopalakrishnan
Executive Director

Hari Menon
Chief Executive Officer

Vishwavir Ahuja
Managing Director & CEO

Rama Bijapurkar
Professor of Management Practice

Suresh Narayanan
Chairman & Managing Director

Ramesh Iyer
Vice Chairman & Managing Director

Sanjay Prabhakaran
Co-Founder

Dhiren Kanwar
President & Managing Director

Shankar Kaul
Managing Director

K. V. Rao
Chairman & Director

INSEAD Leadership Programme for Senior Executives - India
Individual development plan

An individual development plan (IDP) is a process to help you put to use what you learnt to generate better results. It is individual because it is yours – no one else will monitor your performance against the plan. It is about development because it is based on reflection and the actions that you will take based on insights you have gained in the programme. It is a plan because it sets forth what you are going to do and what results you expect to see.

What is the measure of your IDP’s success? It is more than just executing a plan – the plan is a means to an end. If, in a month or two, someone were to ask your manager whether you are producing better results by putting your ILPSE know-how to work, they should be able to point to concrete accomplishments. Moreover, when you are evaluated in the future on your readiness for a challenging leadership role, they should conclude that your track record in your job today demonstrates you have what it takes to improve performance proactively instead of just reacting to the current context.
Prepare for disruption with the Phoenix Encounter

In today’s rapidly evolving economic landscape, business leaders must anticipate forces of disruption and quickly adapt to change. ILPSE’s Phoenix Encounter session is a dynamic experiential exercise in which participants develop a hypothetical business model and then challenge each other by attacking it. As part of the exercise, participants develop a strategic blueprint for a new business model to “rise from the ashes”. The module is based on the influential book The Phoenix Encounter Method: Lead Like Your Business IS on Fire by INSEAD Professor of Marketing V. (Paddy) Padmanabhan.

*This course is optional and participants may choose to attend it as per their discretion.
Career services by Emeritus

Join a global network
Completion of the ILPSE programme grants alumni status to all participants. With more than 67,641 alumni distributed across 179 countries with 169 nationalities, they are citizens of the world, balancing local and global perspectives. At INSEAD, “diversity is not a synthesis. It’s a genuine, continuous and spontaneous series of encounters”. Find out more at insead.edu/alumni

Build your career
INSEAD is globally recognised by companies as a renowned source for talent. We understand that our participants have diverse needs for career support. Our programme partner Emeritus provides extensive outreach towards diverse career opportunities sought by our participants. We aim to add value through our tailor-made approach to your career needs, whether you are pursuing a successful career within your existing organisation or looking to use ILPSE as a launch pad to make a successful career transition.

Define your career goals
In an effort to help define your professional goals, Emeritus offers a wide range of activities including self-assessments, career workshops, discussions with respective industry veterans and career conversations with coaches.

Career guidance
Participants aiming for an external job transition during ILPSE can rely on career workshops held by Emeritus to help with preparation of resumé and essential interview skills required at a senior management level. Industry speaker sessions will provide numerous opportunities for networking as well.

Along with the career-related assessments and one-on-one coaching sessions, you will refine your career advancement plan and develop a strategy targeted towards your career transition. If you are self-sponsored, Emeritus can help you identify potential employers and work with you to help you connect with them.
Practical information

Application process

Admission to ILPSE is highly selective. Most applicants have a proven record of leadership and impact. They aspire to transform the world around them and see ILPSE as a stepping stone to achieving greater success. If you think the above describes you, we encourage you to apply to the programme and look forward to discussing how we can help catapult you to further success. 

To apply to the programme, please complete the online application form by clicking here. 

66,000 SGD

Programme starts
June 2024

Application deadlines and fee

Round 1: 15 February 2024 – 200 SGD
Round 2: 21 March 2024 – 300 SGD
Round 3: 25 April 2024 – 300 SGD
Round 4: 28 May 2024 – 300 SGD

ILPSE follows a rolling admissions process. Considering the limited seats in the programme and all other things being equal, it is more beneficial to apply in an earlier round. Accepted candidates from Round 1 and Round 2 also get an invite to the INSEAD India Business Dialogue, besides having a special audience with the programme directors.

Please note that if a candidate is admitted and accepts admission, the application fee is deducted from the programme fee. Admitted candidates need to pay 20 percent of the fee, immediately upon acceptance, to confirm their seat.

The payment terms are detailed in the application form. This covers teaching fees, all academic material, accommodation for all week-long modules, lunches and selected dinners. The programme fee does not include transport expenses (domestic or international).
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Tel: +65 6799 5288
Email: execed.asia@insead.edu

INSEAD Middle East Campus
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P.O. Box 48049, Abu Dhabi, United Arab Emirates
Tel: +971 2 651 52 00
Email: execed.mena@insead.edu

INSEAD San Francisco Hub for Business Innovation
224 Townsend St., San Francisco,
CA, 94107 United States of America
Email: execed.usa@insead.edu
www.insead.edu/executive-education

For more details on the programmes, please contact Emeritus:

Email: ILPSE@emeritus.org

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US +1 234 516 2703
UAE +971 80 00321209
Mexico +52 559302 0507