



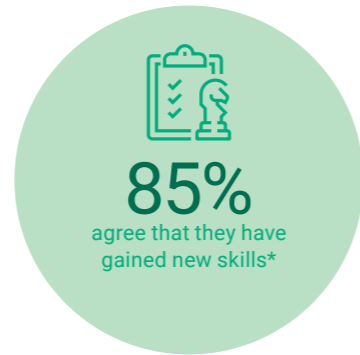
Executive
Education

Transforming
Your Business
with AI

**Online
Programmes**

Access the Business School
for the World, Anywhere®

In numbers...



*Based on a survey conducted in June 2019 with a sample from INSEAD Online programmes' past participants



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

Sameer Hasija
Dean of Executive Education

Four Reasons to Choose an INSEAD Online Programme

1 Learn



High-impact Learning Experience

Through outstanding design and delivery, INSEAD's online programmes build upon our world-class faculty's ability to convey very complex concepts in the simplest yet most comprehensible way.

- Content designed specifically for the online format, including short high-impact videos
- Professional, high-quality video lectures
- Use of relevant and engaging examples and short case studies from a wide range of industries.

2 Interact



Multi-dimensional Interactions with Peers, Faculty & Learning Coaches

The video lectures are complemented by a rich set of interactive elements, including short quizzes, simulated exercises, online discussions and personal reflections. Through these interactions, we build a community of faculty, learning coaches and diverse, high-quality global executives who learn together as a group - one of INSEAD's strengths.

3 Apply



Real-time Application for Immediate Impact

Action Learning Projects (ALP) are a core element of the online programmes, designed to increase business impact. The guided 'real-world assignments' feature of the programmes encourages participants to take newly acquired skills and apply them within the context of their actual job and organisation. The projects are closely aligned with the learning in the programme and benefit from the learning community, with feedback from the learning coach and from peer review.

4 Certification



Official recognition from INSEAD

Upon successful completion of all programme activities, combined with satisfactory grades on the final assignment, participants are awarded an official Certificate of Completion from INSEAD, which they can also showcase on their LinkedIn profile.

TRANSFORMING YOUR BUSINESS WITH AI

Unlocking the power of artificial intelligence in the digital age

Artificial intelligence (AI) is empowering significant and rapid change for businesses across almost all sectors and industries. In particular, machine learning – a computer's capacity to improve its performance without human instruction – is driving the development of new applications that can accelerate productivity and competitive edge for companies.

From the automation of different aspects of business to forecasting patterns in data, AI can accomplish tasks with far greater accuracy and speed than human beings – transforming not only what businesses and managers can do, but how they do it. Healthcare, finance, retail and travel organisations are delivering completely new customer experience thanks to chatbots, intelligent voice assistants and conversational AI. Meanwhile, an array of new machine learning applications are giving businesses access to deep analysis of key internal data (such as employee engagement, networks and departures) for organisation redesign.

The forced digitalisation created by COVID19 and the social distancing measures adopted to fit it are also producing a treasure trove of data for organisations on how their employees, partners and customers interact and create value. AI will play a crucial role in learning from this data to improve how organisations and businesses work

In the coming decade, the impact of AI is only set to accelerate as more and more industries leverage its transformational capabilities. Today's business leaders need to get ahead of the innovation curve now. To understand and act on the unprecedented opportunities that AI offers, leaders need to look at what is possible today as well as what will be possible tomorrow. And discover what actions are being taken by pioneers in other sectors that can translate to their own – and drive competitive advantage.

Programme directors



Phanish Puranam

*Roland Berger Chair
Professor of Strategy & Organisation Design*



Theodoros Evgeniou

Professor of Decision Sciences and Technology Management

Transforming Your Business with AI gives you a deep understanding of how AI is deployed in business, so that you can see what it can (and cannot) do for you and your organisation. The programme equips you with practical frameworks and templates to work with data scientists and programmers, showing you how to commission analysis and analyse the results you receive.

Key benefits

- Gain solid, jargon-free understanding of AI, Machine Learning and the opportunities for your organisation
- Explore how different applications work across functional areas
- Master the skills and vocabulary to work effectively with data scientists
- Understand the risks and limits of relying blindly on algorithms
- Learn how to build AI capabilities for your organisation
- Work on individual or group Action Learning Projects, with feedbacks from Learning Coaches, to solve real business problems within the context of your actual job and organisation

Participant profile

- Senior executives who want to understand how they can make their organisations AI-ready
- Leaders and senior executives seeking the comprehensive perspective they need to lead in a digital world, with a focus on the strategic, organisational and innovation implications of AI and data technologies
- Senior managers seeking to build their own capabilities in strategy, leadership and innovation, while developing personalised, actionable plans

Programme content

Transforming Your Business with AI is delivered online over five consecutive weeks and uses real-world video case studies, cutting-edge technologies, computer modelling to show how companies can leverage leadership, strategy and innovation to respond to digital transformation. Every week we will explore a specific topic. Your learning will be enriched by hands-on group or individual work and exercises, and an Action Learning Project based around applicability within your own organisation.

WEEK 1

What AI is doing today (and why you should care)

- Understand what AI is and the AI applications across various sectors.
- Bridge technical details to business applications and understand different ways data can aid business decision making: hypothesis testing and description ("perception"), forecasting ("prediction") and experimentation ("prototyping")
- Learn the elements of a prediction machine, evaluate the accuracy of it and distinguish correlation from causation.

WEEK 2

Building AI capabilities in an organisation

- Manage the implementation of AI and Machine Learning based projects.
- Understand the differences between these projects and other business or IT projects.
- Hear from a leading industry expert to discuss how to identify and execute successful AI-enabled business opportunities.

WEEK 3

Implementing AI with external expertise

- Examine the ground rules for formulating a business question as "AI solvable".
- Discuss how outsourcing AI development has gone through major innovations via "gamification".
- Learn different ways to build "teams of models" for machines to work well together.

WEEK 4

Deep learning and causal thinking

- Compare two approaches of machine learning - correlation and causation, discuss important tools for each and develop frameworks for when to use each.
- Explore limitations of all AI techniques today - the risk of "hidden variables", and understand why we need prototyping.

WEEK 5

The Future of Organisations and Algorithms

- Touch on a number of broader themes that go beyond the technical details and specific applications.
- Develop a point of view on the challenges and risks, both logistical and ethical, that the advancement of AI poses.
- Understand the issues around privacy and ethicality (fairness) and the implications for organisation designs.

DATES AND FEES

Action Learning Project (ALP)

These guided 'real-world assignments' are a core element of INSEAD's Online programmes, designed to increase business impact, and to enable you to take newly acquired skills and apply them within the context of your actual job and organisation.

Each online programme centres around a specific Action Learning Project related to the learning objectives of that programme, allowing you to test ideas in a risk-free environment, then devise a realistic strategy plan that can immediately be executed once you return to work. Working with the learning coach, you will design an ALP that is right for your organisation and your personal learning objectives. For those attending the programme with a group of colleagues from the same company or organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

There are three phases to the ALP process: First, you will agree on the scope of your ALP with the learning coach, to make sure it aligns with the learning objectives of the programme and culminates in a concrete end goal.

Second, in each of the content weeks, you will apply the tools and concepts from that week to your ALP.

Third, at the end of the content weeks, you will synthesise elements from your weekly submissions to propose concrete strategic recommendations for your organisation, and submit them for peer review. In the final week of the programme, the peer review will take place, where every participant will review 2 to 4 other submissions and provide peer feedback.

Learning Coach

Learning coaches, led by INSEAD alumni, are available throughout the programme to help you achieve your learning objectives, as well as help move the discussion forward and exchange ideas with you. Experienced and successful business professionals from diverse industries, our learning coaches guide you in your learning journey, especially your ALP, to bring the learning alive in your business context. They work closely with you and help you design an ALP that focuses on your personal development goals, provide feedback and keep you moving in the right direction.



Dates

Begins 10 March 2025 - 5 weeks*

*Individual application deadline: 24 February 2025 at 11am CET
Group application deadline: 7 February 2025*

Begins 19 May 2025 - 5 weeks*

*Individual application deadline: 8 May 2025 at 11am CET
Group application deadline: 18 April 2025*

Begins 22 September 2025 - 5 weeks*

*Individual application deadline: 8 September 2025 at 11am CET
Group application deadline: 22 August 2025*

Begins 9 February 2026 - 5 weeks*

*Individual application deadline: 26 January 2026 at 11am CET
Group application deadline: 9 January 2026*

Begins 27 April 2026 - 5 weeks*

*Individual application deadline: 13 April 2026 at 11am CET
Group application deadline: 23 March 2026*

Fees

€1,910**

Contact

Jass Cai
Programme Advisor
Tel: +65 6591 5308
Email: tbai_contact@insead.edu

*The programme content is delivered over the specified consecutive weeks, followed by 2 weeks to finish project work and engage in peer review.
**Fee subject to change. Local taxes shall apply at the prevailing rates. We offer a concession of 20% for groups of 5 participants or more.

YOUR ONLINE LEARNING JOURNEY

Each week of content follows a very clear path to facilitate learning for busy executives. The programme culminates with 2 extra weeks to finish the project work and engage in peer review.

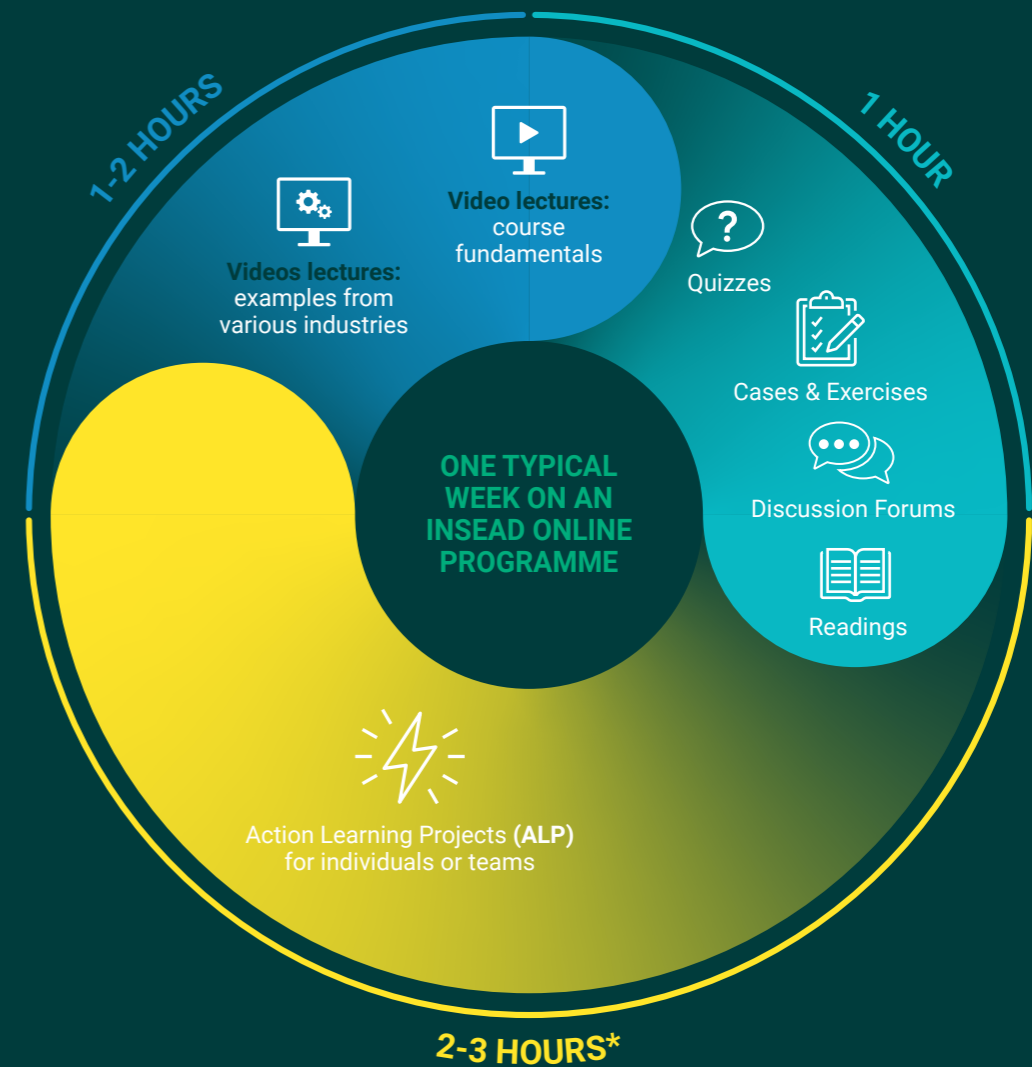


*Please note the programme may include a pause week(s).

WHAT DOES A TYPICAL WEEK ON AN INSEAD ONLINE PROGRAMME LOOK LIKE?

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants. The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions.

Participants earn points as they go, with a 'leaderboard' featuring the most engaged participants each week. Every week, questions are posted by participants for the INSEAD faculty, who then respond through just-in-time videos and live calls. On average, the programme takes **4-6 hours per week***.



*This is the **recommended** number of hours per week however please note that working on the Action Learning Project (ALP) may require up to two additional hours/week.

FAQs

How do I apply and what is the selection process?

Similar to our face-to-face programmes, we have an application and admission process in place for our online programmes to ensure a diverse and motivated group of participants for a rich learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfils the requirements and any pre-requisite request for the programme. The Admissions Team will then confirm if you are accepted to the programme.

How much time should I expect to dedicate to the programme every week?

The programme should take approximately 4-6 hours, and potentially may entail up to 2 additional hours/week to complete Action Learning Projects (ALPs). You can expect to devote 1-2 hours per week watching video lectures on fundamental concepts, 1 hour per week on interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections, and 2-3 hours per week in applying the fundamental concepts in an ALP to understand their relevance to your everyday work.

What is the weekly learning rhythm during the programme? Do I need to be online at specific times during the programme, or can I learn ahead of the rest of the class?

The programme is designed in a manner to encourage the whole class to learn together, moving at a certain pace from week to week, while providing enough flexibility within each week for the participants to review the content at their own convenience. While a week is open, you can login any time at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

What is the role of the Learning Coach?

At INSEAD, you never learn alone. To bring this notion alive in the online setting, we have built a learning community comprising of the participants, the faculty and the learning coach. The learning coach plays an integral part in stimulating content discussions, encouraging collaboration between participants as well as guiding the participants closely in the design of their Action Learning Project.

Will I have an opportunity to interact with INSEAD Faculty?

Yes, of course. We purposefully limit class sizes to ensure ample faculty-to-participant time. At a minimum, participants can expect at least one live call with the faculty to discuss course content. In addition, the faculty would be reading your thoughts in the discussion forums in the platform from time to time and answer your questions through periodic just-in-time recorded videos. The Faculty would be further assisted in these interactions by the learning coach, acting as a bridge between the participants and the faculty.

Will I be able to interact with other participants?

Yes, of course. The learning experience is designed to encourage interaction. Participants are able to interact with each other through discussion forums, interspersed throughout the platform. In addition, participants would have the option to work on the Action Learning Project in groups with fellow participants. They would also have the opportunity to interact with each other during the live call with faculty.

What are the learning requirements in order to successfully complete the programme?

Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfil a certain minimum criteria to earn the certificate of completion.

What do I receive upon completion of the programme?

Upon successfully completing all the programme requirements in time, you will receive an official Certificate of Completion from INSEAD, which you can also share with your network on LinkedIn.

I work for a company or organisation that would like to enrol multiple employees in the same programme. Is this possible?

Absolutely, and we actually encourage participants to attend in teams in order to maximise the learning and impact. We also offer a special fee for groups of executives attending from the same organisation, so please feel free to contact us for more details.

For more details, and additional FAQs, please refer to our website: www.insead.edu/executive-education/open-online-programmes/transform-business-ai-faqs



Practical Information

We are continuously adding new online programmes and sessions throughout the year.

Please make sure you refer to our website for the latest dates and information:

<https://www.insead.edu/executive-education/open-online-programmes>

Contact us

For more details about our programmes & offers, or to apply, please contact:

Anita Jiang

Programme Advisor

Tel: +65 6407 7202

Email: anitatt.jiang@insead.edu

Rong Cheng LEE

Programme Advisor

Tel: +65 6681 5492

Email: rongcheng.lee@insead.edu

Take a first step towards organisational transformation today.

Contact our team to discuss your needs and challenges now.

Special Offer for Groups

Our open online programmes offer the possibility to cater to groups coming in from the same organisation.

For a group of 5 participants or more who want to attend one of our open online programmes, we offer a 20% concession.

Special Offer for Past Participants

Past participants of INSEAD Executive Education Open Programmes (on-campus, live virtual and blended) are eligible for a 15% concession on a cohort-based online programme or microcredential. To access the offer, please contact a programme advisor.

INSEAD Europe Campus

Boulevard de Constance
77305 Fontainebleau Cedex, France
Tel: +33 1 60 72 42 90
Email: execed.europe@insead.edu

INSEAD Asia Campus

1 Ayer Rajah Avenue
Singapore 138676
Tel: +65 6799 5288
Email: execed.asia@insead.edu

INSEAD Middle East Campus

Al Khatem Tower, ADGM Square, Al Maryah Island
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