

CA



BUSINESS  
SCHOOL

THE INSTITUTE OF CHARTERED ACCOUNTANTS OF SRI LANKA

INSEAD

The Business School  
for the World®

**EXPAND YOUR THINKING,  
MAKE AN IMPACT !**



INSEAD Executive Education will challenge your assumptions, expand your thinking, build your capabilities and inspire you to make an impact.

Business is becoming more global and increasingly competitive. Achieving a competitive advantage will depend on executives being able not only to think globally but also to act and react globally. They will need to be able to manage disparate teams, turn cultural differences into a competitive edge and unlock the power of diversity to generate creativity and innovation.

### **Pioneering thought leadership**

INSEAD thought leadership in areas such as Blue Ocean Strategy, Leadership and Coaching, Value Creation, Innovation and Strategic Agility among others, is world-renowned, and is helping to redefine the future of business. This cutting-edge knowledge and expertise is integrated into every one of our Executive Education programmes.

### **World-class faculty**

INSEAD has assembled a team of 145 world-class faculty from more than 36 countries. They are an inspiring mix of entrepreneurs, change agents and innovators, many of whom have been globally recognised for their ground breaking research and their contribution to business. All are experts in their fields with real-world, practical, hands-on experience of working with, and consulting for, global organisations in a wide variety of industries.

## **Are you ready for the challenge?**

### **CA Sri Lanka – INSEAD Global Strategy Programme - 28th to 31st January 2013**

The programme is designed to benefit three key groups: managers who are new to implementing strategy, or are moving into a more challenging implementation role or simply looking for new ideas to try where others have failed.

### **Participants Profile**

- General managers who head business units e.g. country managers or product or division heads
- Senior managers who head significant departments and who have direct responsibility for large budgets and groups of people (typically with roles in supply chain management, finance and accounting, operations, manufacturing, purchasing etc)
- Members of project teams whose objectives specifically include implementing strategy – but it is important that they have accountability for the outcome and direct control of resources

### **Programme Outline**

#### **Day 1**

- **Value creation and competitive advantage**
- We will begin our conversation by discussing what strategy really means, and why having a clear strategy is important for any organisation
- Our approach to strategy will be grounded in the fundamental challenge of creating and capturing value, and in understanding key drivers of superior long-term performance
- **Strategic innovation: Blue Ocean Strategy**
- Blue Ocean strategy is an innovation approach that goes beyond established ways of competing and helps come up with radically new value propositions
- This aim at expanding the market boundaries by thinking more broadly about potential customers previously ignored

#### **Day 2**

- **Creating value across borders**
- Global strategy is about maximising a company's global footprint per se but appropriately managing its geographic scope in light of potential cross-border linkages
- Viewed through the lens of value creation, a company should achieve at least one of the following when considering expanding abroad: 1) transferring and exploiting existing competitive advantages overseas; 2) creating new advantages through global integration
- **Managing international partnerships**
- In designing a foreign market entry strategy, the suitability of the full range of market modes-organic growth, alliances and M & A-ought to be evaluated first
- We will address questions about when alliances are the right vehicle to use, and also about the appropriate local leadership style and the nature of the headquarter-subsidiary relationship in unfamiliar markets

### Day 3

- **Acquiring new resources and capabilities**
- In expanding overseas, acquisitions can be quite useful when speed is crucial and the target possesses attractive resources and capabilities the acquirer can build on.
- But there is a need for a disciplined approach for managing all stages of the process ensuring a sound strategic logic, appropriate screening of candidates for fit, designing and negotiating the deal, and ensuring the appropriate post-deal integration.
- **Emerging market innovation**
- Realizing the full potential of emerging markets requires novel business models that go beyond just “watering down” of existing products and services, as these markets often have unique needs in addition to expecting lower price.
- In addition to being a new opportunity for growth innovating for low-income segments in emerging markets can also lead to “reverse innovation”, wherein offerings developed for such markets gets leveraged in multiple countries

### Day 4

- **Configuring global value chains**
- Appropriate configuration of the value chain can help create new sources of competitive presence
- Achieving competitiveness in the global marketplace increasingly involves integrating capabilities and knowledge sourced worldwide from within the company’s subsidiary network as well as outside

**Jasjit Singh**  
Programme Director  
Professor of Strategy



Jasjit Singh is an Associate Professor of Strategy at INSEAD. He regularly teaches topics related to Competitive Strategy, Strategic Innovation and Global Strategy in INSEAD's MBA, EMBA, Executive Education and PhD programmes. Jasjit's research interests include Strategic Management, Innovation, Knowledge Management & Diffusion, Social Networks, Economic Geography, International Business and Emerging Market Strategy. His research, which has won several awards, appears in leading academic journals like Management Science, Journal of International Business Studies, Journal of Law, Economics & Organization, Industry & Innovation, and Research Policy. Jasjit also serves as an Associate Editor for Management Science and on the Editorial Review Board for Organization Science.

Jasjit earned his Ph.D. in Business Economics at Harvard Business School. He also holds M.A. in Economics from Harvard University, M.S. in both Management and Computer Science from Georgia Institute of Technology, and B. Tech. in Computer Science & Engineering from Indian Institute of Technology Delhi.

Prior to joining academia, Jasjit worked as a management consultant with Accenture (formerly Andersen Consulting) in Europe and India. Earlier in his career, he also held internship positions as a computer engineer with Intel and AT&T in the U.S., and Cadence Design Systems in India.

Jasjit, an Indian citizen, is married to Pia, a Swede. They live in Singapore with their two children, Pawan and Basant.

### Key Benefits

- Arrive with a clear vision of your strategic challenge
- Gain new insights about the hidden barriers to strategic execution and how to overcome them
- Leave with an actionable plan of execution – and permanent understanding of how to get results from future strategic initiatives

**Intake now on**

- Preferential rates for group registrations
- Limited seats available

**Investment**  
Rs. 390,000/-



## INSEAD Global Leadership Programme Participant's feedback - 1st Intake

### Isuru Gunasekera

Chief Executive Officer  
John Keells Logistics (Pvt) Ltd

"It was an extremely well organized programme and I congratulate CA Sri Lanka for its contribution in this regard. With regards to the programme itself, and the content, it was one of the better delivered programmes that I have attended. The quality of the presentation and presenter, its delivery and direction was great. All in all, I would highly recommend it to colleagues."

### Muhammad Husni Salieh

Manager - Strategic Planning  
Mas Intimates (Private) Ltd

"In my opinion it was an extremely insightful programme which provided participants with a clear understanding of the true essence of leadership, enabling them to learn and experience firsthand, a number of key facets that are required in order to become transformational leaders."

### Nilanthi Sivapragasam

Chief Financial officer  
AITKENSPENCE PLC

"It was an interesting and absorbing programme. The CA Business School should be encouraged to bring in more programmes of this stature to Sri Lanka. The teaching techniques were innovative and the coverage of course content with appropriate examples and videos, was excellent. It was an enjoyable 4 days."

### Shalindra Fernando

General Manager  
Triumph International Lanka (Pvt) Ltd

"It was a truly world-class program delivered conveniently and professionally by CA Sri Lanka. The INSEAD faculty was excellent and the participants were of high caliber which meant that each session, classroom or breakout, had insightful 'takeaways'."

### Mr. Indika Abeysiri

Manager – finance  
MAS Holdings

"A very interesting programme. Totally different to any other management programmes I have attended in Sri Lanka."

### Prabhash Subasinghe

Managing Director  
Global Sea Foods (Pvt) Ltd

"It was an insightful, thought provoking, highly interactive and fun-filled learning experience"

## INSEAD Global Leadership Programme Participant's feedback - 2nd Intake

### Channa Weeratunga

General Manager - Tuna Exports  
Global Sea Foods (pvt) Ltd

"Overall the workshop is an eye opener to many areas of management at the highest levels."

### Nipuna Wahalathantri

Head - Financial Reporting & Analysis  
Bharti Airtel Lanka (pvt) Ltd

"Out of the Leadership Training programmes I have attended, this is the most effective programme, mainly because of the way it was structured and the trainer from INSEAD was fabulous."

### Manohari Abeysekera

Manager - Strategic Business Development Unit  
Hayleys PLC

"The Programme Director who guided us in this four-day session, which was very interesting and facilitated out-of-the-box thinking. Most of the exercises were practical, day-to-day office problems and how would you tackle these issues. There wasn't a single boring moment, with bundling of learning and fun with group assignments, working on simulation problems."

## CA Sri Lanka – INSEAD Global Leadership Programme

### Participants' Profile

This programme is designed for executives who can impact organizational results, by inspiring extraordinary achievement.

They are typically middle or senior managers with line responsibilities and high potential for more senior leadership positions. They come from all functional areas and already have more than five years of experience as managers.

The programme is particularly beneficial for those who have made the transition from managing individuals contributors to managing other managers.

### Programme Outline

	DAY 1	DAY 2	DAY 3	DAY 4
MORNING	Vision and the Leadership Transition	Creative Thinking Outside the Box	Influence without Authority	Leading Organizational Change
	LUNCH	LUNCH	LUNCH	LUNCH
AFTERNOON	Leading high Performance Teams	Decision Making Under Uncertainty	Negotiation Dynamics	Influencing for change: Change Pro Simulation

### Day 1

#### • Vision and the leadership transition

- Becoming an effective leader is a journey, not a destination. One of the primary challenges many successful managers face when transitioning to more senior leadership roles is to navigate through the process of where to focus their energy and attention
- Rising through the ranks due to outstanding individual contribution and excellence in execution, the transition to leadership often requires the development of new skills

#### • Leading high-performance teams

- This session will combine a case study with a discussion and an experiential exercise on the topic of group processes, with a focus on the attributes, roles, and configurations of successful, productive teams
- We will weigh the benefits of collaborative teamwork with the potential liabilities dysfunctional teams can develop

### Day 2.

#### • Creative thinking outside the box

- Discuss the importance of flexibility, agility and creative thinking in a leadership role
- Understand the different facets of creativity that must be managed when leading creativity in a team or organization
- Provide practical tools to facilitate creative thinking and idea generation for individuals and groups

#### • Decision-making under uncertainty

- Regardless of the setting, management decisions are necessarily made under conditions of uncertainty and risk.
- As executives face greater turbulence and increased change demands in their decision-making environments, the importance of understanding and avoiding cognitive traps and identifying biases in decision-making becomes increasingly critical

### Day 3

#### • Influence without authority

- For most leaders, it is not just about leading the teams that report to you, but also being able to have influence in lateral and upward directions
- Issues related to behavioural charisma, managerial improvisation, and emotional intelligence, and the relationship these constructs have to effective leadership of change efforts, negotiation, and effective decision-making will be highlighted

#### • Negotiation dynamics

- Understand concepts and processes needed to effectively conduct both formal and informal negotiations
- Consider various types of negotiation situations in organizations, distinguishing between value-claiming and value-creating strategies
- Provide an opportunity to apply and practice critical negotiation concepts

## Day 4

### • Leading organisational change / Change Pro Simulation

- In complex and dynamic environments, successfully driving change becomes an essential task of organisational leadership. Making new things happen in organizations is often a difficult, lengthy, and frustrating process. Resistance to change is to be expected and typically comes in a variety of forms
- In this session, you will test your skills of change leadership using a computer-based simulation. The Change Pro simulation provides a flexible tool to experience a change-process and stimulate productive discussions on the subject
- Understand the dynamics of change processes in order to develop a better understanding and more positive attitude toward change
- Illustrate the problems encountered when trying to make change happen, taking into account factors such as the types and reasons for resistance to change

### Programme Director



**Thomas Mannarelli**  
Professor of Leadership

Dr. Thomas Mannarelli specializes in issues related to creativity, innovation and leadership in organizations. He has instructed, consulted, and directed executive education programmes with leading international companies and government agencies. Some of the companies he has worked with include Standard Chartered Bank, Siam Cement Group, Glaxo-Smith Kline, DKSH, Shell, Nissan, ABN-AMRO, Philip Morris, UGS, Etisalat, Pernod-Ricard, Pictet, Umicore, Visa, Swire, Singtel, Mubadala, Adidas, Publicis, IBM, and the Chartered Accountants of Ireland.

- He has teaching and consulting experience around the world in countries as diverse as Japan, the Netherlands, Australia, Thailand, Malaysia, Ireland, United Arab Emirates, South Korea, Vietnam, France, Indonesia, United States, and China
- His research focuses on the different facets of creativity that either facilitate or hinder creative behaviour in organisations
- Professor Mannarelli obtained his PhD from the Haas School of Business at the University of California, Berkeley, and has a B.S. in Business Administration from Indiana University
- His courses have covered a wide range of behavioral management topics including leadership, creativity, team-building, communication, influence, negotiations, decision making, careers, work-life balance, and managing change

### Key benefits

- Develop clear insight into your strengths and weaknesses as a leader
- Acquire confidence and tools to create vision and set team direction for greater success
- Master frameworks of inspiring people and motivate them to perform better.



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