INSEAD
The Business School for the World®

Open Online Programmes
Driving Value through Business Acumen

EXECUTIVE EDUCATION
FOR A RAPIDLY CHANGING WORLD

EXPAND YOUR HORIZON. MAKE AN IMPACT.
Management education is critical for building the capabilities that companies and other organisations need in order to adapt to changes in their environment. Just as digital is disrupting other aspects of business and society, so, too it is impacting executive development. While the case for high-quality, in-person education for top executives remains strong, at INSEAD we are also embracing the exciting new possibilities created by digital.

Online programmes give busy executives - for whom time commitments and rigid scheduling are a continual challenge - the flexibility to learn on their own schedule. Furthermore, organisations can benefit from the scale and speed of online education to give their employees the critical knowledge needed to formulate new strategies and execute on organisational transformation.

Our online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning. INSEAD is among the top three Executive Education providers globally with a world-class faculty and an ability to deliver cutting-edge business content to an international business community. True to our pioneering spirit and tradition of innovation, in 2014 we started developing customised online programmes for leading global companies including Microsoft and Accenture. A tremendous success, our customised online programmes have now won numerous learning industry awards based on strong results for completion rates, for relevance, and for business impact across more than 18,000 executives.

Effective online programmes must overcome one key challenge: sustaining the interest and the motivation of participants during the programme. We do this in myriad ways that build on the high-quality delivery and expertise for which INSEAD is renowned. There are multi-dimensional interactions with peers and world-class faculty, individual learning support from our coaches, certification upon successful completion, and real-time application back to participants’ own context.

We are pleased to now offer our online programmes to top management talent everywhere. We have leveraged our new expertise to create a cutting-edge offer of open online programmes. Our overriding focus continues to be on business impact: We are giving participants the knowledge and the learning support they need to bring new ideas and perspectives back to their challenges and their organisations.

Get yourself ready for today’s rapidly changing world!

Peter Zemsky
Deputy Dean; Dean of Innovation; The Eli Lilly Chaired Professor of Strategy and Innovation

INSEAD ONLINE PROGRAMMES HAVE EXCEPTIONALLY HIGH COMPLETION RATES

>90% OF PARTICIPANTS HAVE COMPLETED OUR ONLINE PROGRAMMES AND FOUND THEM HIGHLY RELEVANT

HIGH PARTICIPANT SATISFACTION

EXECUTIVES HAVE ALSO DEMONSTRATED IMPRESSIVE ABSORPTION OF CONCEPTS, AS REFLECTED IN THEIR FINAL GRADES
INSEAD’s Cutting-Edge Online Programmes

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 TV quality filming in INSEAD Amphitheatres with actual participants
– Use of relevant and engaging examples and short case studies from a wide range of industries

2. Interact

Multi-dimensional Interactions with Peers, Faculty and a Learning Coach
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 high-quality and diverse global executives who learn together as a group - one of INSEAD’s strengths.

– A mobile-friendly learning platform built to maximise interaction and engagement
– Faculty answering participants’ questions during the programme via live calls and just-in-time videos
– A learning coach guides participants through the programme at each step, simulating content discussions and helping them with their learning

3. Apply

Real-time Application for Immediate Impact
Action-Learning Projects are a core element of the online programmes designed to increase business impact.

The guided ‘real-world assignments’ feature of the programmes encourages learners 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
Upon successful completion of all programme activities combined with satisfactory grades on the final assignment, participants are awarded with an official Certificate of Completion from INSEAD, which they can also showcase on their LinkedIn profile. The top performers receive a Certificate with Distinction.
Your Weekly Learning Journey

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 programme content is delivered over 7 consecutive weeks, followed by 2 weeks to finish project work and engage in peer review. Each week of content follows a very clear path to facilitate learning for busy executives.

The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions. The participants earn points as they go with a ‘leader-board’ 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 3-5 hours per week.

One week: ~3-5 hours in total

- Video lectures: course fundamentals
- Discussion Forums
- Cases & Exercises
- Video Lectures: examples from various industries
- Readings
- Quizzes
- Action Learning Projects (ALP) for individuals or for teams

1-2 hours  ~1 hour  1-2 hours
Programme Overview

Confronted with threats of disruption and a shifting competitive landscape, companies are pushing for greater strategic agility by fostering business acumen throughout their organisation. Business acumen is no longer a skill confined to senior leadership. Instead, it is crucial for professional success and advancement across a wide range of roles and responsibilities. The greater their understanding of business strategy and financial performance, the more executives and managers can deliver faster and smarter decision-making. They will also be better equipped to drive the innovation and change that organisations need to succeed in today’s challenging markets.

Are you an executive - in any function, from production to IT - who is now being called upon to take a strategic perspective on your organisation? Developing your business acumen will allow you to better understand the drivers behind an organisation’s financial performance, as well as how to leverage that understanding to identify concrete opportunities to elaborate the strategy, drive organisational alignment, and to ultimately enhance financial performance.

Driving Value through Business Acumen is designed to give you the key tools and perspectives from strategy and finance to achieve these objectives. The programme will help you understand the evolving strategic agenda of a company, and then leverage that understanding to identify concrete opportunities to elaborate the strategy, drive organisational alignment, and to ultimately enhance financial performance.

Learning Objectives
- Develop your ability to think strategically and see the big picture so that you can align an organisation’s internal resource and capabilities with its evolving external environment
- Learn to take a value approach to navigating business decisions and driving sustainable competitive advantage
- Understand the impact of management choices on company financials to develop a strategy execution plan for superior financial performance

Participant Profile
- High potentials looking to accelerate their development as business leaders
- Executives in functions such as HR and IT looking to improve their ability to act as business partners within their organisations
- Those responsible for B2B client relationships looking to deepen their customer understanding and to position themselves as strategic partners

www.insead.edu/executive-education/open-online-programmes/driving-value-through-business-acumen-overview
Action Learning Project (ALP)

Developing your business acumen and acquiring key strategic and financial tools is critical to understanding the evolving strategic agenda of an organisation in today's shifting competitive landscape. Skillfully applying this understanding to your own business context will be key to making a powerful strategic recommendation and driving value for your organisation.

With this in mind, the Action Learning Project (ALP) will give you the opportunity to practise applying your learning to your own business context. The ALP will take you on a step-by-step journey to develop a big picture strategic view to tackle a business challenge. You will be able to identify concrete opportunities to enhance the strategy, improve organisational alignment and ultimately drive financial performance.

Typically the ALP involves a variation on one of the following:

1. You will apply the concepts from the programme to a strategic initiative that you are currently working on. You will be able to understand how it relates to your organisation’s strategic direction, and subsequently design a strategic plan for this initiative, to drive superior performance.

2. You will use the tools and frameworks from the programme to understand a client’s strategic agenda and propose how your organisation’s offerings will further enhance the value proposition and drive financial performance.

Working with the learning coach, you will design an ALP that is right for your personal learning objectives. For those attending the programme with colleagues from the same organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

There are 3 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 goal.

Second, in each of the 7 content weeks, you will apply the tools and concepts from that week to your ALP.

Third, in Week 8, you will synthesise elements from your weekly submissions to propose a concrete strategic recommendation, and submit it for peer review in Week 9, the final week of the programme. All participants will review 2 to 4 other submissions and provide peer feedback.

ALP Objectives

- Apply programme concepts to develop a big picture perspective of your organisation while understanding how your role or function fits into this holistic view.
- Use the value approach to propose a compelling forward-looking strategy to tackle a key business challenge.
- Back up the execution plan of your recommended strategy with a convincing financial evaluation.
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 to ensure the learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfills 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 3-5 hours per week. 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 1-2 hours per week in applying the fundamental concepts in an action learning project 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.

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.

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 to ensure the learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfills 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 3-5 hours per week. 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 1-2 hours per week in applying the fundamental concepts in an action learning project 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.

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.

For more details and additional FAQs, please refer to our website: www.insead.edu/executive-education/open-online-programmes/driving-value-through-business-acumen-faqs
INSEAD Europe Campus
Boulevard de Constance
77305 Fontainebleau Cedex, France
Tel: +33 (0)1 60 72 42 90
Fax: +33 (0)1 60 74 55 13
Email: execed.europe@insead.edu

INSEAD Asia Campus
1 Ayer Rajah Avenue
Singapore 138676
Tel: +65 6799 5288
Fax: +65 6799 5299
Email: execed.asia@insead.edu

INSEAD Middle East Campus
Muroor Road, Street No. 4, P.O. Box 48049
Abu Dhabi, United Arab Emirates
Tel: +971 2 651 52 00
Fax: +971 2 443 94 61
Email: execed.mena@insead.edu

www.insead.edu/executive-education/