

 **Columbia Business School**
AT THE VERY CENTER OF BUSINESS™

EXECUTIVE EDUCATION

Executive Program in Management



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As the only Ivy League business school immersed in the global business hub that is New York City, we offer students unparalleled access to leaders from across industries—in the classroom, throughout the city, and around the globe.



The City of New York is the most populous city in the United States. This global power city, which exerts a significant impact upon commerce, finance, media, art, fashion, research, technology, education, and entertainment is home to Columbia Business School.



Program Details



Upcoming Sessions

September 2016 - June 2017

- Module I: October 3 - 7, 2016
- Module II: January 2017
- Module III: June 5 - 9, 2017
- Virtual Sessions: November 2016 - May 2017

Includes three in-person immersion modules, telepresence sessions, two multi-week online leadership program, and touch points in two multi-week online modules between.



Locations

Multiple locations including:

Columbia University Campus, New York City, Dubai, UAE
Locations in Middle East, Far East, India and US



Tuition

\$33,000

Early enrollment discount — **early registration rate of \$30,000 for Round 1 and Round 2 applicants.**

Tuition includes coffee breaks, lunches, and materials.

Accommodation and travel are not included.

Program Overview

Today's leaders need to have a comprehensive view of leadership, act strategically and understand global linkages like never before.

Columbia Business School's **Executive Program in Management (EPM)**

is an intensive, 10 month, multi-modular, general management and leadership program that is aimed at helping leaders scale new heights in their careers. Senior Executives begin in the fall by spending an immersion week at Columbia's New York Campus. This is followed by an immersion week in Dubai where the focus shifts to emerging markets and their opportunities and challenges. Participants then return to the campus again in spring 2017 for a week long immersion. Between these three immersions, executives receive faculty lectures through telepresence, continue work on designated personal and business projects and start putting their learning into action. There also is a virtual component to maintain the class connection and community, and share learning and reflections that reinforce bridging theory to practice.

The Career Management sessions are integrated into the program to help participants think about how they can plan their careers strategically. For many this might mean a career transition; for others it might mean exploring larger roles with their existing employers.

By exploring a wide variety of cutting edge management practices, through interaction with world renowned faculty, diverse peer interaction and action learning, participants emerge from **EPM** stronger and more focused leaders, better equipped to take the next step in their leadership journey.

EPM is an exceptional way to:

- Engage with **Columbia Business School's world class faculty** around both their latest research and their experience in such areas as leadership, strategy and finance
- Increase your **network connections** with experienced

business people from a wide variety of cultures, nationalities and backgrounds

- Understand the latest developments in **global markets**, emerging economies, financial institutions and finance
- Combine **theory and practice** by working on application projects relevant to each participant
- Establish lifelong connections to Columbia Business School by receiving select **Columbia Business School alumni benefits**

Program Partner: Eruditus Executive Education is the program partner for Columbia's Executive Program in Management. Prospective participants with questions on the program are encouraged to contact them for further information by email (EPM_columbia@eruditus.com) or phone +91-22- 61623112 (India) or +971 44302011 (Dubai) or +1 862 252 5823 (USA).



Program Benefits

Columbia's EPM is a general management program that is unique because it takes an integrated view on Leadership, Strategy, Global Business and Financial Acumen. Some of the key program benefits include:

1. Access to expert Columbia faculty who are world renowned experts in their fields.
2. Global knowledge and learning through faculty, cases and a diverse peer group.
3. Flexible program structure which minimizes time away from work.
4. Applied learning. Learn key concepts in an academic module, apply the same at your work place, and share learnings in the next module. Learn. Work. Learn.
5. New York as a leadership laboratory. As the financial capital of the world, the city will be leveraged for some interesting learning experiences.
6. Peer learning from a high quality group of co-participants who bring diverse experiences, cultures, nationalities and perspective to the classroom.





EPM Alumni Benefits

Participants receive these Columbia Business School alumni benefits upon completing the program:

- Access to Columbia Business School Alumni Career Services resources
- Invitations to alumni events and programs around the world
- Eligibility to join a Columbia Business School alumni club
- A 25 percent tuition benefit for yourself and up to four colleagues each year for programs lasting up to seven days.
- Global networking opportunities
- Lifetime Columbia Business School e-mail address
- Subscriptions to all Columbia Business School alumni publications



Curriculum

Leadership & Management

- Your Leadership Journey
- Thinking Globally
- Leading Change
- Networking and Building Social Capital
- Negotiations and Influencing
- Decision-Making
- Social Styles
- Communication and Conflict
- Flexible Thinking

Strategy & Innovation

- Strategic Intuition
- The Strategic Learning Cycle
- Disruptive Innovation
- Executing Vision
- Strategic Planning
- Operations Strategy
- Strategy Application Project

Global Business & Financial Acumen

- Global Economic Environment
- The Changing Distribution of Global Power
- Capital Markets
- Emerging Markets
- Corporate Finance
- Value Investing
- Banks, Central Banks, and the Economy

Note topics are subject to change

In addition to classroom sessions, the program will incorporate experiential learning opportunities such as:

- a) Leadership Jazz - using a live Jazz session as a metaphor for leadership lessons
- b) Personalized Assessment Tools
- c) Welcome reception and a networking dinner
- d) Reflection projects and mini application projects

To view a detailed outline of the program and review sample session titles, please download the program agenda.

Program Calendar

2016

September 2016

Pre-Program Preparation

Sessions:

- Leadership Assessment: Social Styles Profile (Self and Peer Rating)
- Career Assessment: Mini-360 Feedback Tool
- Preparation for Module 1: Case Studies & Pre-Reads
- Participant Introductions: Welcome Interaction

Multiple Locations:

India, US, UAE, Far East

Days:

Self-managed

October 2016

Global Immersion Module

Sessions:

- Leading Change
- Executing Your Vision
- Social Styles
- Flexible Thinking
- Discovery Driven Growth
- The Changing Distribution of Global Power
- The Strategic Learning Cycle
- Negotiations
- Decision Making

Location:

Columbia Campus,
New York City

Classroom Sessions:

9:00 a.m. - 5:00 p.m.

Days:

5 Days

Apart from classroom sessions, this Module includes:

- Career Management Kick-off: Personal Branding & Career Insurance
- Biology of Leadership
- Columbia Campus Tour
- Columbia Library Access
- Welcome Networking Reception
- Launch of Strategy Group Project

Program Calendar

2016

Program Calendar

2017

November 2016

Virtual Sessions

Sessions:

- Global Markets— Opportunities & Challenges: Emerging Markets
- Global Markets— Opportunities & Challenges: Global Economic Environment

Multiple Locations:

India, US, UAE, Far East

Days:

All sessions are 1/2 Day each

November 2016

Building and Managing a
Customer Centric Organization

Sessions:

- Customer Life Time Value
- Value Triangle of Customers
- Segmentation, Targeting & Positioning
- New Product Development
- Customer Decision Making and Advertising
- Capstone case study

Location:

Online

Duration:

The online course will be delivered over 6 weeks and will equate to 6 days of classroom content, with Group work and Assignment submissions.

January 2017

Emerging Market
Immersion Module

Sessions:

- Overview of Global Markets
- Capital Markets
- Value Investing
- Banks, Central Banks and the Economy

Location:

Dubai, UAE

Classroom Sessions:

9:00 a.m. - 5:00 p.m.

Days:

5 Days

Apart from classroom sessions, this Module includes:

- Columbia India Business Summit: Networking & Thought Leadership with senior members from Industry and Columbia Alumni
- Strategy Projects— Group Work

February 2017

Virtual Sessions

Sessions:

- Career Management: Big Picture Goals
- Strategy Project—Progress Review by Faculty
- Behavioral Finance
- Assignment on Financial Acumen
- Career Management: Career Assessment & Targeting

Locations:

India, US, UAE, Far East

Days:

All sessions are 1/2 Day each

March 2017

Virtual Sessions

Sessions:

- Digital Marketing Strategy
- Career Management: Traditional Job Search Market (Headhunters & Job Postings)

Locations:

India, US, UAE, Far East

Days:

All sessions are 1/2 Day each

April 2017

Leadership: People, Teams and Organizations

Sessions:

- What does Leadership mean to you?
- How to make effective decisions?
- Art of Influencing with ethics
- Creating and Leading Hi-impact Teams
- Understanding Organizational structure
- Power of Social capital

Location:

Online

Duration:

The online course will be delivered over 6 weeks and will equate to 6 days of classroom content, with Reflections, Group work and Assignment submissions.

May 2017

Virtual Sessions

Sessions:

- Career Management: How to set up Exploratory Meetings and Job Interviews with Hiring Managers
- Strategic Intuition

Locations:

India, US, UAE, Far East

Days:

1/2 Day

June 2017

Global Immersion Module

Sessions:

- Communication and Conflict
- Strategy Group Project Presentations & Feedback
- Corporate Finance
- Operations Strategy
- Innovation: Today & Tomorrow
- Persuasion: Influencing without Authority
- Networking and Social Capital
- Hero's Journey: Your Future Success
- Program Summary & Closing

Location:

Columbia Campus,
New York City

Days:

5 Days

Apart from classroom sessions, this Module includes:

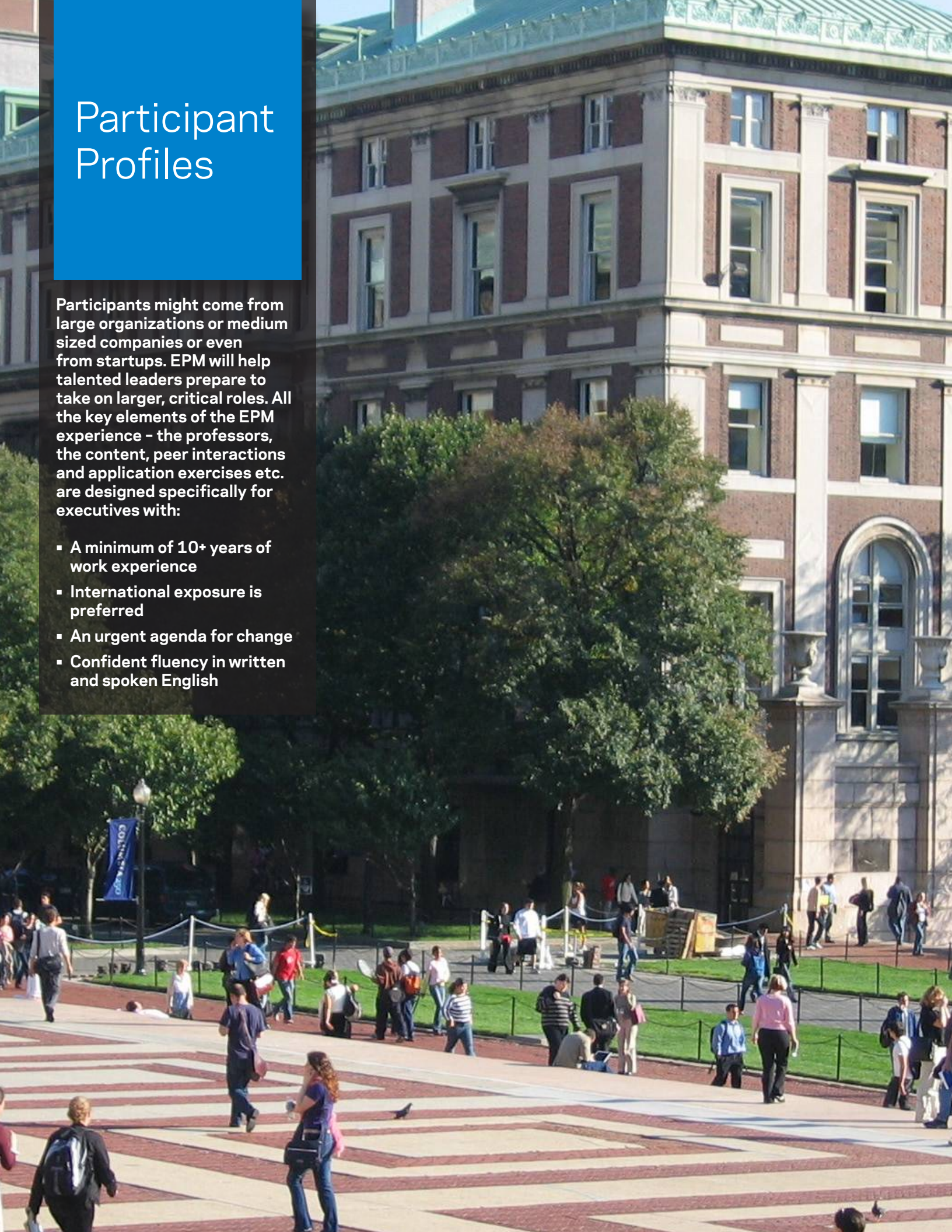
- Career Management: Personal Branding and Career "Insurance" - Assessment and Action Plan
- Industry Guest Speaker
- Columbia Library Access
- Graduation & Program Closing Dinner

Sessions may be subject to change.

Participant Profiles

Participants might come from large organizations or medium sized companies or even from startups. EPM will help talented leaders prepare to take on larger, critical roles. All the key elements of the EPM experience - the professors, the content, peer interactions and application exercises etc. are designed specifically for executives with:

- A minimum of 10+ years of work experience
- International exposure is preferred
- An urgent agenda for change
- Confident fluency in written and spoken English



Divya Amarnath

Lead Principal - Learning and Development, Infosys



"Studying on an Ivy League campus in its centennial year leaves a significant impression on anyone. Walking through the halls of a library that holds treasures and sitting in classrooms that happen to be the most captured in cinema world over, are some of the memorable parts of the entire experience."

The classes on Negotiation left me thinking and Professor Todd Jick's class on Managing Change drew a unanimous standing ovation from our batch! That I believe is a reflection of the knowledge and facilitation abilities some of our professors have for an experienced learner. All this set in the bustling business city of New York certainly made for many a reflective moment in the months that followed.

It was interesting to meet people from different geographies working across varied industries who stood to gain from this cultural melting pot. The cross functional work groups created allowed for us to leverage the knowledge and experience of others for the varied assignments both on campus and off."

Harry Bhatia

CFO - Net Magic & CEO Radiowalla Network Pvt. Ltd



"I have always been involved in the businesses as a functional expert. It was my dream to be an alumni of Columbia Business School and improve my skill sets in Leadership and Strategy. When I read about the EPM Program, I knew that this was my calling."

The Faculty has brought fresh and practical insights into managing the business situations and the Program has given me tremendous opportunity to expand my network of friends from all over the World."



Amar Kaul

Vice President, Morgan Stanley

"I entered the program with 2 things in mind: 1. Get exposure on new topics on finance and strategy which I do not encounter in my current job.

2. Intellectually challenge myself by building network with experienced Professors and highly accomplished batch mates. It has been well balanced program from a time commitment perspective for working individuals, and at the same time it leaves you with enough 'food for thought' to take a topic to the next level."



Ajay Kapoor

CFO, TATA Power

"EPM has been a wonderful experience. It has given me an insight into the latest thinking on management. It gives an overview of leadership, strategy and finance, which was very useful at this stage of my career. For a finance person like me, an insight into softer aspects like human behaviour and social interactions was really useful and noteworthy."

It was always a dream to attend a program at an Ivy League campus. CBS situated right in heart of NY, has been a great experience. On campus modules were exciting and provoked thinking. It was a pleasure to learn from world renowned faculty of CBS right in the campus. Vibrant campus with lot of history and surrounded by great institutions of learning, was a highlight of the EPM program."

Ameya Dangi

General Marketing Manager,
Johnson & Johnson



"After around 16 years of sales and marketing experience in the consumer goods sector, I was finding my learning experience plateauing a bit and felt the need to re-stimulate myself to the current thinking and developments in the business world.

The Executive Program in Management from Columbia Business School seemed a perfect choice which gave me an opportunity to immerse myself into a world class learning environment from a globally renowned faculty and a very experienced international peer group from different industries and functional areas.

The experience so far has been absolutely fabulous. With so many fantastic insights on different aspects of business, it has really re-energized my thinking to look at my current role from multiple lenses and be better prepared to take on future leadership roles."



Michael Herrero

IATA Area Manager
Gulf

"Columbia EPM program has been an excellent experience, allowing me to gain and consolidate knowledge in management techniques thanks to the large experience of Columbia instructors and the collaboration with other executive students, with a special emphasis on the financial pillar. This is extremely important in order to understand better today's global economy and the more and more complex trends, including capital markets and investments, asset management, M&As and strategic value. The program is designed in a very practical way, allowing time-constrained executives to practice with real examples and to share experiences from classmates. I'm sure this program will be instrumental in my career"

John Mathew

SVP & Head
Client Services
HDFC AMC



"Undoubtedly one of the finest business schools worldwide with such a high pedigree, quality of teaching and a great campus in the financial world's capital city - New York. The experience of EPM has been very fulfilling, enriching and has given me cutting edge knowledge of leadership, strategy and finance. The faculty has been highly inspiring and the teaching - most captivating. Its worth any spend for someone who wants to add to or sharpen their current backgrounds to gain a distinct peer advantage - the Columbia advantage!"



Hansel Barboza

Head- Merchant Acquiring,
Bank Muscat

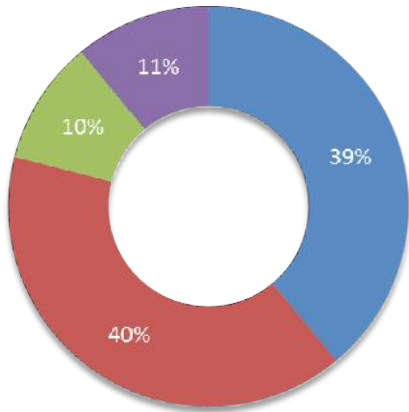
"I've met with some great people and it was great to be back in a classroom. My intention to join the course was to assess where I am at my career and plan the next half of my career. The course has definitely helped me in this assessment. I think the course does not spoon feed you but introduces concepts which you may not be aware of and it's up to you to then develop on that and apply it in your daily life.

I especially enjoyed the sessions focusing on softer skills like Negotiation skills, Managing Change, Strategy, the sessions where we understand our own personality and other personality types etc. The caliber of the professors was exceptional and it was clear that they have had experience in their respective fields. The interaction between the faculty and the students was also great."

Participant Details

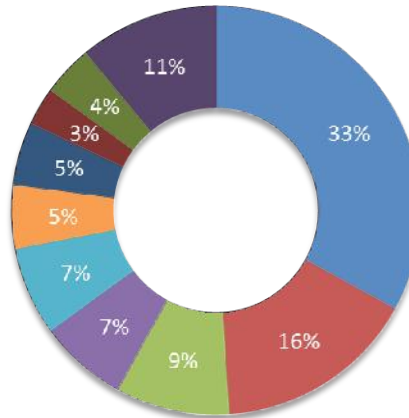


Experience



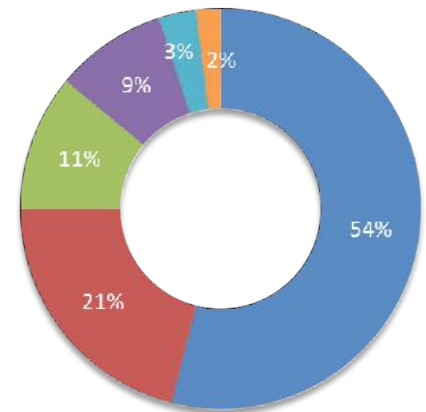
- 10-15 years
- 16-20 years
- 21-25 years
- >25 years

Sector



- BFSI
- IT Services/Products
- Consulting
- Industrial Goods
- Media/Advertising/Publishing
- Energy
- Healthcare
- Transport - Logistics
- Education
- Others

Function



- General Management
- Marketing & Sales
- Finance
- Operations/Research
- Consulting
- Administration & HR

Faculty Director

Suresh Sundaresan is the Chase Manhattan Bank Foundation Professor of Financial Institutions at Columbia University. He has published in the areas of Treasury auctions, bidding, default risk, habit formation, term structure of interest rates, asset pricing, investment theory, pension asset allocation, swaps, options, forwards, futures, fixed-income securities markets and risk management. His research papers have appeared in major journals such as the Journal of Finance, Review of Financial Studies, Journal of Business, Journal of Financial and Quantitative Analysis, European Economic Review, Journal of Banking and Finance, Journal of Political Economy, etc. He has also contributed articles in Financial Times, and World Bank Conferences. He is an associate editor of Journal of Finance and Review of Derivatives Research. His current research focus is on default risk and how it affects asset pricing and sovereign debt securities.

He has worked as a senior strategist at Lehman Brothers in their Fixed Income Division during 1986-1987. He has consulted full time for Morgan Stanley Asset Management during 2000-2001. His consulting work focuses on term structure models, swap pricing models, credit risk models, valuation, and risk management. He has conducted training programs for leading investment banks

including, Goldman Sachs, Morgan Stanley, CSFB and Lehman Brothers. He is the author of the text "Fixed-Income Markets and Their Derivatives." He has served on the Treasury Bond Markets Advisory Committee. He was the resident scholar at the Federal Reserve Bank of New York during 2006. Suresh Sundaresan has testified before the United States Congress on the transparency of Corporate Bond Markets. His current research work focuses on corporate bankruptcy, design of bankruptcy code, the role of collateral in interest rate swaps, and the role of central bank in providing liquidity to private capital markets. More recently, he has been working on micro-lending with a view to characterizing defaults, recovery rates, and interest rates in micro-loans. The research attempts to characterize the efforts that are needed to lower the borrowing rates. Another ongoing project explores whether the duration of the borrowing relationship has led to an improvement of borrower's welfare.

At Columbia University, he is responsible for teaching two MBA elective courses: Debt Markets, and Advanced Derivatives. He has trained MBA and PhD students, who currently serve on the faculty at universities in the United States and abroad as well as in senior positions in major investment banks around the world.

Suresh received his B.E. in Mechanical Engineering from The University of Madras in 1971. He received his M.S. in Finance in 1978 and his PhD in Industrial Administration in 1980, both from Carnegie-Mellon University.

[Read more about Suresh Sundaresan](#)

A portrait of Suresh Sundaresan, a man with glasses and a mustache, wearing a dark suit, light blue shirt, and a striped tie. He is looking slightly to the left of the camera.

Suresh Sundaresan
EPM Faculty Director
Chase Manhattan Bank
Foundation Professor of
Financial Institutions
Columbia Business School

Faculty

Our 152 full-time faculty members stay on the cutting edge of business and education by partnering with businesses in New York and across the globe to test, refine, and put new ideas into practice. They draw on their extensive experience in the corporate world to address the challenges of today's business environment while anticipating tomorrow's business needs.

Invaluable Adjuncts

To this exceptional group of full-time faculty members, we add in practitioners: adjunct professors who come to the

School directly from the world of business (sometimes, just a short subway ride away). They apply real-life experiences to their teaching, creating precisely the right environment for students' professional and personal growth.

Top Executives

Our faculty assets don't stop there. The Executives in Residence program brings senior executives to the School to hold regular one-on-one advising sessions with students, as well as to teach classes, participate in student-run conferences, or organize informal lunches for groups of students

with common interests.

Working in our five main divisions—Accounting, Management, Marketing, Finance & Economics, and Decision, Risk, and Operations — or across divisions through our Cross-Disciplinary Areas in Competitive Strategy and Decision Making and Negotiations, faculty members give Columbia Business School students an extraordinary education that will prepare them to become exceptional leaders.



Modupe Akinola
Assistant Professor of
Management



Enrique Arzac
Professor Finance and
Economics



Joann Baney
Assistant Professor of
Management

(EPM Faculty continued on next page)

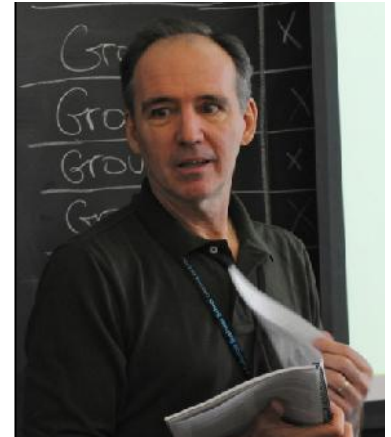
Faculty (continued)



Bob Bontempo
Associate Professor of
Management



Bruce Craven
Program Director
Executive Education



Bill Duggan
Senior Lecturer in Business



Ray Horton
Frank R. Lautenberg
Professor of Ethics and
Corporate Governance



Paul Ingram
Kravis Professor of Business
Management



Wei Jiang
Arthur F. Burns Professor of Free
and Competitive Enterprise



Todd Jick
Senior Lecturer in Discipline
in Business Management



Michael Johannes
Professor
Finance and Economics



Rita McGrath
Associate Professor of
Management

Faculty (continued)



Willie Pietersen
Professor of the Practice of
Management



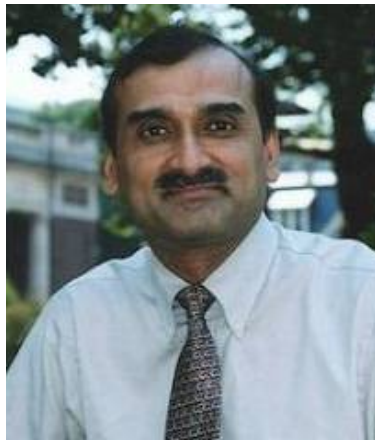
David Rogers
Executive Director, BRITE
Center on Global Brand
Leadership



Tano Santos
David L. and Elsie M. Dodd
Professor of Finance
Finance and Economics



Cliff Schorer
Director, Entrepreneur in
Residence



Medini Singh
Senior Lecturer in Business



Daniel Wolfenzon
Stefan H. Robock Professor
of Finance and Economics



Pierre Yared
Associate Professor of
Business

Columbia Business School faculty members are world-renowned not only for generating new thinking in their fields but also for having a genuine impact on current business practices. Our professors routinely partner with businesses in New York and across the globe to test, refine, and implement new ideas for the ever-changing business landscape. Faculty members give you an insider's view into their industry and the tools you'll need to take those lessons into your chosen field.

Career Management



The career management section of the EPM program is designed to help senior executives evaluate their long term career direction, start thinking about how to accelerate their career progress and help them take concrete steps to achieve their career goals. This module of the program is designed and delivered by Caroline Ceniza-Levine. Caroline will leverage her rich experience of working with executives globally in helping them achieve their career goals, in bringing concrete, actionable career management advice to participants of EPM.

The career management module consists of 6 topics which will be delivered as online sessions:

- 1) Personal Branding and Career "Insurance"
- 2) Career Assessment and Targeting/ Goal Setting
- 3) Traditional Job Search Market (Headhunters and Job Postings)
- 4) How to set up Exploratory Meetings and Job Interviews with Hiring Managers
- 5) Offers and Onboarding: Due Diligence, Negotiation, and New Job Preparation

6) Personal Branding and Career "Insurance" - Assessment, Review and Action Plan

Participants will leave with a good sense of how to think strategically about their careers and also what steps to take today & tomorrow to achieve their goals.

Please note, participants are responsible for their own career paths, no job search facilitation will be provided.

* Career Management sessions are optional



Caroline Ceniza-Levine
Career Management Advisor

Caroline is a career and business expert, writer, speaker and co-founder of SixFigureStart®. Prior to launching SixFigureStart® in 2008, Caroline spent 15 years in strategy consulting, executive search and HR. Caroline has been a repeat guest on CBS, CNN, CNBC and Fox Business and has been quoted in BusinessWeek, Entrepreneur, Fast Company, Fortune, Inc, MORE, Newsweek, NPR, Real Simple, and Success Magazine.

Caroline is a career columnist for Forbes.com, Money.com and Time.com and formerly wrote for CNBC, and Portfolio. She is the author of 3 books: "Jump Ship: 10 Steps To Starting A New Career" (2015, Forbes); "Six Steps To Job Search Success" (2011, Flat World Knowledge); and "How the Fierce Handle Fear: Secrets to Succeeding in Challenging Times" (2010, Two Harbors Press).

Caroline teaches Professional Development and Negotiation courses at Columbia University and received a grant from the Jones New York Empowerment Fund for her work with the mid-career professional. A classically trained pianist at Juilliard and Manhattan School of Music, Caroline stays active in the arts, performing stand-up comedy.



Special Features

To succeed, leaders need to stay a step ahead of their competitors. That means looking for ideas in unexpected places, and absorbing them in original ways. EPM has a number of experiential class sessions to help participants create more organizational and professional value. Many of these sessions take advantage of our unique location, using New York City as a laboratory to study innovation, improvisation, and robust organizations. From Columbia University, we bring the finest relevant, cutting-edge research, so participants can engage promising ideas on improving performance before they become widely diffused. Below is just a sampling of what we do.

Leadership Jazz

Lessons for leadership can come from a variety of sources including the creative and performing arts. In this showcase session, we work with a live Jazz

ensemble to introduce participants to the world of Jazz musicians. Using the Jazz experience as an organizing metaphor, participants consider the origins of Jazz – an art form born of conflict and crisis – and how lessons for leadership from a Jazz ensemble can help teams and organizations work better together.

The Biology of Leadership

In this session, participants will explore the impact of human biology on leadership skills. We will introduce research showing how one's levels of testosterone (a dominance hormone) and cortisol (a stress hormone) are related to leadership behaviors.

Participants will have the opportunity to get tested for these biomarkers, and we will discuss how testosterone and cortisol levels can be modified.

Alignment: Getting Everyone to Pull Together

Even the best strategy will fail if an organization isn't capable of executing it. We bring the latest ideas, from both expected and unexpected sources, on building an effective organization. For example, we bring research evidence from Columbia's Global Leadership

Matrix project (www.gleam.org) on how networks can be used to create flexible and responsive organizations. Participants then use that information to analyze their own relational capabilities, and those of their organizations.

Organizing to Innovate

While it's important for an organization to execute a strategy, there also must be space to be inventive. In the EPM classroom, we meet with thought leaders, such as Rita McGrath and Bill Duggan, to discuss strategic innovation. We also examine innovation up close, allowing participants to practice the leadership and interaction patterns that encourage new ideas.

Leadership: From One into Many

At Columbia, we see leadership as helping others to do better. To do that, though, one also has to lead oneself. So to help participants impact their organizations, we also help them impact themselves. We discuss social styles and the lifeline journey, which help participants reflect and prioritize what they've learned and allow them to better manage their time, priorities, and focus back at work.



Application Process

Application Deadlines:

Round 1: April 27, 2016

Round 2: May 23, 2016

Round 3: June 20, 2016

Round 4: July 25, 2016

Application Fees:

Round 1: \$200

Round 2: \$300

Round 3: \$400

Round 4: \$500

Early registration rate of \$30,000 will be applicable for Round 1 & Round 2 applicants.

To apply to the program kindly send in the following materials to our program partner, Eruditus, at EPM_columbia@eruditus.com before the application deadlines:

- a) The completed EPM application form
- b) The application fee
- c) A recent resume or a link to your updated LinkedIn profile

Admitted participants will have to pay 10% of the fee within 10 days of their admission to confirm their seat. Please note that if a candidate is admitted and accepts the admission, the application fee is adjusted with the Program Fee payable.

Please note that admissions to the program are on a rolling basis.

We strongly recommend interested participants apply early.

The first module of the program takes place in the United States. For those applicants who need a visa to travel to the US, it is recommended you apply by the early application deadline to allow sufficient time for your visa processing formalities.

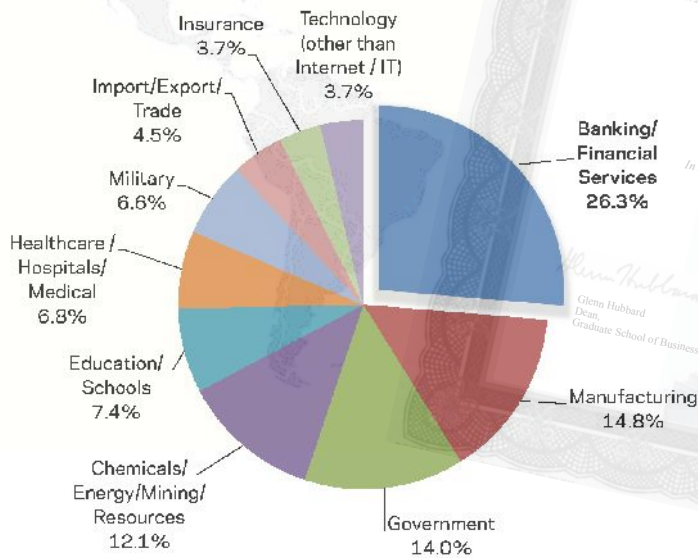
Certificate in Business Excellence

Upon completion of the Executive Program in Management, participants will be awarded the **Columbia Business School Certificate in Business Excellence**. The Certificate in Business Excellence (CIBE) is recognition of your achievement and the investment you and

your company make in your education and development and is earned by completing a total of 18 program days within a four-year period.

> [Click here to find out more information about the CIBE](#)

Top 10 Industries Represented Among CIBE Holders 2008-2013



Countries Represented Among CIBE Holders 2008-2013

| | | | | | | | |
|----------------|--------|-----------------|-------|------------------------------|-------|------------|-------|
| USA | 33.38% | New Zealand | 1.37% | Ireland | 0.46% | Austria | 0.15% |
| China | 8.08% | The Netherlands | 1.22% | Philippines | 0.46% | Bermuda | 0.15% |
| Thailand | 7.62% | Italy | 1.07% | Argentina | 0.30% | Indonesia | 0.15% |
| Japan | 5.49% | South Africa | 0.91% | Brunei | 0.30% | Israel | 0.15% |
| Australia | 4.57% | Spain | 0.91% | Costa Rica | 0.30% | Jordan | 0.15% |
| United Kingdom | 4.27% | Peru | 0.76% | Cyprus | 0.30% | Kazakhstan | 0.15% |
| Brazil | 3.35% | Saudi Arabia | 0.76% | Ghana | 0.30% | Malaysia | 0.15% |
| Nigeria | 3.05% | South Korea | 0.76% | Norway | 0.30% | Mayotte | 0.15% |
| Switzerland | 3.05% | Colombia | 0.61% | St. Vincent & the Grenadines | 0.30% | Portugal | 0.15% |
| Germany | 2.90% | Mexico | 0.61% | Trinidad & Tobago | 0.30% | St. Lucia | 0.15% |
| Canada | 2.29% | Russia | 0.61% | Turkey | 0.30% | Ukraine | 0.15% |
| India | 1.68% | Belgium | 0.46% | United Arab Emirates | 0.30% | Venezuela | 0.15% |
| Denmark | 1.52% | Finland | 0.46% | Armenia | 0.15% | Vietnam | 0.15% |
| Singapore | 1.52% | France | 0.46% | | | Zimbabwe | 0.15% |



"I decided to earn Columbia's Certificate in Business Excellence because of the added benefits that this unique certificate program offers beyond the education

programs. Having this certificate will add a lifetime of value to my resume and open up a new network through the alumni benefits that it makes available.

The individuals that instruct and attend these programs are truly dedicated and focused on serving the

learning. I honestly feel that I gained value from each and every person that took part in this process. The openness and interaction that is designed into the programs allows for meaningful relationships to be formed and tangible results to be driven from the exercises. I can't say enough about the professors and the passion and insights they brought to the subjects being presented."

Marshall Myler

*Strategic Planning Manager
Hewlett Packard*



"What I learned is how to listen more and how to achieve results with the buy-in of my team members, so that we can celebrate success together."

"As Columbia continues to offer programs that really help me to achieve my goals as a leader, I will continue to be here."

Alex Dodoo

*Director of Institutional Banking
Fidelity Bank*

ALMA MAT



"As a private business, locally owned and operated competing against major multi-national corporations with unlimited resources you have to really dig deep to look for your competitive advantages. I consider the CIBE and the journey I took to complete as one such competitive advantage. We continue to maintain and more importantly flourish despite the intense competition and the skills learned through my involvement with CIBE are an important part of our organization's success.

I would recommend the CIBE program to any candidate who wants to achieve personal and career success. All the more important for candidates who are searching for business acumen and can benefit themselves and their organizations. This works fantastically well for candidates who strive for professional development but have limited time to re-enter business school on a full or part-time basis. Candidates with our without formal business education will benefit from world class

professors, a diverse international peer group, and a great learning environment. Seriously... were talking about Columbia Business School!"

Dean Justin Blanchard

*Vice President, Operations
Health Care Pharmacy*



About Columbia University

Columbia University was founded in 1754 as King's College by royal charter of King George II of England. It is the oldest institution of higher learning in the state of New York and the fifth oldest in the United States. After the American Revolutionary War, King's College briefly became a state entity, and was renamed Columbia College in 1784.

Columbia annually administers the Pulitzer Prize. **101 Nobel Prize laureates** have been affiliated with the university as students, faculty, or staff, the second most of any institution in the world. Columbia is one of the fourteen founding members of the Association of American Universities, and was the first school in the United States to grant the M.D. degree

Today the university operates **Columbia Global Centers** overseas in Amman, Beijing, Istanbul, Paris, Mumbai, Rio de Janeiro, Santiago and Nairobi.

Notable alumni and former students of the university and its predecessor, King's College include:

- 1) **5 Founding Fathers of the United States**
- 2) **9 Justices of the United States Supreme Court**
- 3) **20 living billionaires**
- 4) **28 Academy Award winners**
- 5) **29 heads of state, including 3 United States Presidents.**



Columbia Business School (CBS) is the business school of Columbia University. It was established in 1916 to provide business training and professional preparation for undergraduate and graduate Columbia University students. It is one of six **Ivy League business schools**, and its admission process is among the most selective of top business schools.

Columbia Business School is one of the world's leading business schools, and prides itself on its excellent faculty, who provide students with superior knowledge and thought leadership across divisions and disciplines. Its location in New York City and strong ties to industry promises students access to top business minds, and the diverse community spans sectors and nations, making an impact in small start-ups as well as established industries.

Columbia Business School is perhaps best known for value investing and the seminal work completed in that area by professors Benjamin Graham and David Dodd. It is affiliated with **13 winners of the Nobel Prize in Economics** including current professors Robert Mundell, Joseph Stiglitz and Edmund Phelps, **more than any business school in the United States**. The school has an international emphasis, and many alumni have achieved distinction in the public as well as the private sector.

Rankings

Columbia Business School has been consistently ranked as a top 5 business school across multiple MBA EMBA program rankings, including in 2014:

| Publication | 2014 Ranking |
|----------------------|--------------|
| BloombergBusiness | 5 |
| FT (Financial Times) | 5 |

About Columbia Business School

Alumni

Columbia Business School has over 41,000 alumni living in more than 100 countries. Some well-known graduates of Columbia Business School include:

BERKSHIRE HATHAWAY INC.



Warren Buffet

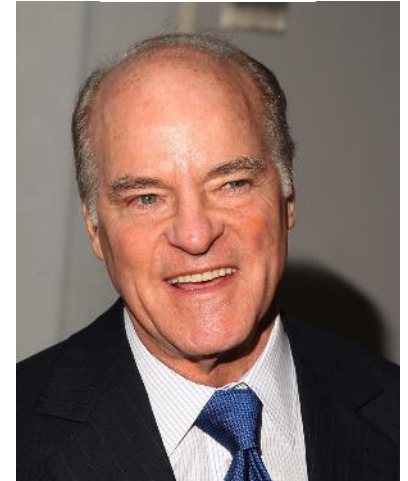
Chairman and CEO
Berkshire Hathaway



Vikram Pandit

Former Chief Executive
Citigroup

KKR



Henry Kravis

Billionaire and Founder of Kohlberg
Kravis Roberts & Co. (KKR)



London
Stock Exchange



Xavier Rolet

CEO of the London Stock
Exchange

Morgan Stanley



James P Gorman

Chairman and CEO
Morgan Stanley



Ursula Burns

Chairman and CEO
Xerox

EST. 1892
**Abercrombie
& Fitch**
NEW YORK



Apax
PARTNERS

BARNES & NOBLE
BN.com

CHANEL

Lilly

LOCKHEED MARTIN



KKR



Ogilvy



BERNSTEIN

Schlumberger



South African Reserve Bank



WARBURG PINCUS

WIRED

Arthur Burns, Chairman of the Federal Reserve

Todd Combs, a potential successor of Warren Buffett, currently CIO

Richard Karl Goeltz, Former Vice Chairman of American Express

Charles E. Exley, Jr Former Chairman and CEO of NCR Corporation

Jean-Marc Perraud, Former CFO of Schlumberger

Mike Jeffries, CEO of Abercrombie and Fitch

Nand Khemka, Founder and Chairman of the SUN Group

Arie Kopelman, Vice-Chairman and COO, Chanel

Sallie Krawcheck, Chairman and CEO Sanford Bernstein

Rochelle Lazarus, Chairman and CEO of Ogilvy & Mather

William J. Lynch, CEO of Barnes & Noble

Kenneth Ouriel, Former CEO of Shaikh Khalifa Medical City in Abu Dhabi, United Arab Emirates

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Ian Plenderleith, Former Deputy Governor, South African Reserve Bank

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Louis Rossetto, Founder and Editor-in-Chief of Wired Magazine

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Robert J. Stevens, Chairman and CEO of Lockheed Martin

Patrick Stokes, Former Chairman and CEO of Anheuser-Busch

Charles Strauss, Former President and CEO of Unilever United States

Sidney Taurel, Chairman and CEO of Eli Lilly and Company

Umayya Toukan, Governor of the Central Bank of Jordan

Joseph M. Tucci, President and CEO of EMC Corporation

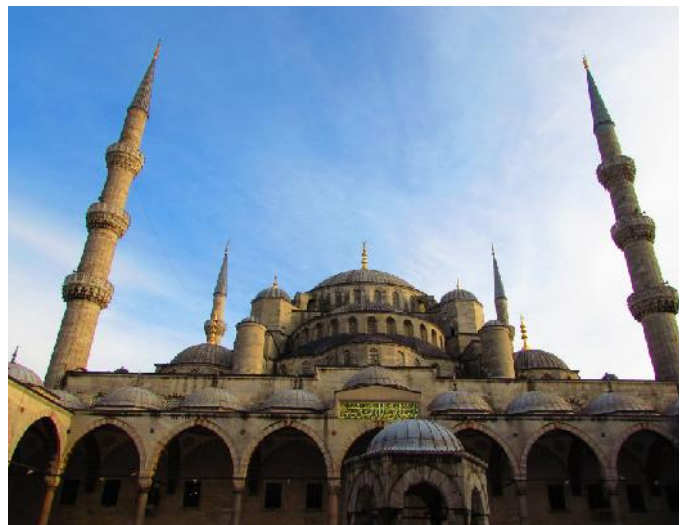
Alberto J. Verme, Co-head of Global Investment Banking at Citigroup

Raymond Vault, Former Vice Chairman and CFO of General Mills, Inc.



Global Business @ Columbia: Chazen Institute

In 1991, Jerome A. Chazen, Columbia MBA '50, recognized the need for a new kind of leader: one who understands cross-cultural issues and their impact on business. That vision led to the creation of the Jerome A. Chazen Institute of International Business, which serves as the hub of global activity at Columbia Business School. The institute draws on the expertise of world-class faculty members and business leaders to help shape the thinking and discourse on major global business issues. By sharing its thought leadership, training the next generation of global leaders, and supporting major research, the Chazen Institute serves as a gateway to the people and ideas that transform the international marketplace.



The **China Business Initiative** (CBI), at Columbia Business School provides a platform for representatives from academia, industry and government to exchange ideas and generate research on management and economic issues facing China.

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The **India Business Initiative**

provides a robust platform for faculty, alumni, and students at Columbia Business School to connect and engage with industry leaders and policy makers.

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Founder and Principal, Metacapital
Management, L.P.

Chazen Institute:
India Business Initiative





Entrepreneurship and Competitiveness in Latin America (ECLA)

(ECLA) is a certificate program that equips Latin American entrepreneurs with the foundational knowledge and perspective to implement and lead change both within their companies and countries and across borders. ECLA connects entrepreneurs with faculty members from the school and with experts from Endeavor, a global organization focused on entrepreneurship.





 **Columbia Business School**
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Prospective participants with questions on the program are encouraged to contact our program partner, Eruditus Executive Education for further information.

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