GELP
Global Emerging Leaders Program
Program fees: €18,900

This includes tuition fees, teaching materials and most meals. Accommodation and travel expenses are not included in the program fee. After acceptance into the Program and upon request, Georgetown and ESADE can recommend a hotel within walking distance of the campus with special room rates.

Please note: program, faculty, dates, and fees are subject to change. ESADE Business School and Georgetown University’s McDonough School of Business also reserve the right to cancel this program if in their view the circumstances required for its successful completion do not apply.
The Global Emerging Leaders Program (GELP) is designed to develop the leadership skills of talented, high-potential executives interested in accelerating their careers in global business environments. GELP is the result of an international partnership between McDonough School of Business (Georgetown University) and ESADE Business School.
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The changing global business environment that every company faces today demands new sources of competitive advantage such as innovation, creativity and a differentiation strategy focused on value. In this “quest for success”, innovative management and leadership skills are required at every level of an organization. GELP will help you, as an emerging leader, to enhance your capabilities in analyzing environmental complexity and designing effective strategies with a global perspective. The objective is to accelerate your professional career and to help you in the transition from local to international management.

Two globally-renowned business schools, McDonough-Georgetown and ESADE, have jointly designed GELP to lead you along the path of progress.

Academic Director
Teresa Corrales

GELP Advisory Board
Paul Almeida. Joaquín Cava. Pedro Parada
Global Positioning
The Georgetown – ESADE Global Emerging Leaders Program (GELP) combines the interdisciplinary teaching strengths of Georgetown’s McDonough School of Business in globalization and international business with those of ESADE in executive leadership within a multinational context.

Georgetown’s McDonough School of Business
- Ranked 3rd in the world for International Business by Financial Times.
- Ranked 9th in the US, Executive MBA by Financial Times.
- Ranked 17th in the US, Full-time MBA by Financial Times.
- Ranked 18th globally, Executive MBA by BusinessWeek.
- New $85 million building, providing state-of-the-art facilities.
- Georgetown University was founded in 1789 and its business school formed in 1957.

ESADE Business School
- Ranked 4th in the world, International MBA Programs by BusinessWeek.
- Ranked 4th in the world, Custom Programs by Financial Times.
- Ranked 5th in Europe, Executive Education Open Programs by Financial Times.
- Ranked 5th in the world, Executive Education by Financial Times.
- First business school in Spain to hold the three most prestigious business school accreditations: AACSB, Equis and AMBA.
- Campuses in Madrid, Buenos Aires and Barcelona. Global Center in Munich.
- Founded in 1958.
### Key Benefits

**Globalization 3.0**

<table>
<thead>
<tr>
<th>Value creation sources</th>
<th>Internationalization</th>
<th>Globalization</th>
<th>Globalization 3.0</th>
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<tbody>
<tr>
<td>Growth through export</td>
<td>Internationalization + International-based sinergies</td>
<td>Globalization + Ecosystem + Interdependence</td>
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<tr>
<th>Growth model</th>
<th>Internationalization</th>
<th>Globalization</th>
<th>Globalization 3.0</th>
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<tbody>
<tr>
<td>One-time trade agreements Exploit opportunities</td>
<td>Critical mass seeked in every value chain activity Knowledge sharing in company’s network</td>
<td>Alliances Value chain disintegration</td>
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<tr>
<th>Managerial model</th>
<th>Internationalization</th>
<th>Globalization</th>
<th>Globalization 3.0</th>
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<tbody>
<tr>
<td>Domestic experiences extension HQ perspective Self-reference approach</td>
<td>Expatriates Need for local adaptation</td>
<td>“Global HRM” Cross cultural management Managerial “ubiquity”</td>
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Benefits for individuals and organizations

• Participants gain the business capabilities needed to improve the organization’s performance and fast-track their career progression.

• Participants complete Action-Learning Project (ALP) tailored to impact on the organization.

• Companies may choose to integrate the programme into their company’s other development activities.

• Team offers: the possibility to bring together managers from different units or regions in the organization. Develop a common approach, a common language and build on this shared approach by sending executives to the same program over time.
The Program
The GELP is structured in five modules with the objective of providing, in less than six months, an effective and highly experiential learning process. The program is based on action learning, requiring team-work in case studies, business simulations and a field project.

The delivery of the program content is organized in three “distance-based” modules and two on-campus intensive weeks in Washington, D.C. and Madrid.

Pre-Program
Distance Learning

Management in a Changing Environment
McDonough School of Business, Georgetown University, Washington DC, US

Inter-Module
Bridging Knowledge
Distance Learning

Managing Value Creation
ESADE Business School, Madrid, Spain

Post-Program
Distance Learning
Pre-Program
The aim of this module is to help participants to prepare activities and content that will be used during the program. The focus will be put on Finance foundations, Leadership Development (LD), Action Learning Projects (ALP), pre-work and assigned readings.

Managing Value Creation
This on-campus intensive module provides frameworks and tools that emerging leaders could find useful in strategy, design and implementation, starting with the need to develop creativity and innovation, evaluate the financial impact of each decision, manage cross-cultural issues in the global environment and seek an effective change management. During this module, participants will have the opportunity to present their ALPs and to attend coaching meetings.

Post-Program
The debrief of the Leadership Development course will take place in this module through virtual coaching sessions. The E-finance course will also be completed to help build an exhaustive framework of Financial Business Analysis through a final assignment.

Management in a Changing Environment
The first on-campus module offers a broad perspective on the issues related with relevant changes in the global business environment and how they are influencing key strategic decisions and global operations. To prepare for it participants will start the Leadership Development Program, a process of improving leadership capabilities and self-assessment. Moreover, after a workshop on team work effectiveness, participants will focus on the ALP.

Inter-Module
Bridging Knowledge
Positioned between the two on-campus tracks, this module has the aim of bridging part of the content related to Finance, the ALP and the Leadership Development Program. In the meanwhile, the Strategic Business Simulation will also start and some virtual sessions on business fundamentals will be offered.
### McDonough School of Business, Georgetown University, Washington, D.C.
- Global Business Environment
- Leadership Development
- High-Performance Virtual Teams
- Competitive Strategies and Value Chain Management
- Global Operations
- Global Marketing

### ESADE Business School, Madrid
- Leadership Development
- Workshop on Creativity and Innovation
- Financial Business Analysis
- Corporate Finance
- Cross-Cultural Management and Global HR Management
- International Marketing
- Digital Business

### Distance Learning
- E-Finance Online Module
- Strategic Business Simulation
- Business Fundamentals
- Leadership Development
- Pre-Readings
- Assigned readings

### ALP (Action Learning Project)
- ALP Kick-Off (2 afternoons)
- Field visits/Cultural Visits/Managing Director Forums
- Finance Tutorials

### Change Management
- ALP Presentations Evening
- Strategic Business Simulation (presentations)
- One-to-one coaching sessions
- Field visits/Cultural Visits/Managing Director Forums
- Change Management Simulator

### Distance Learning
- Leadership Development - One-to-one coaching sessions
- Finance Final Assignment
## Business Simulation

This interactive experience provides the opportunity to apply relevant concepts of Business and Strategic Management to a simulated program. Participants will assume virtual command of companies and make decisions about Finance and Administration, Sales and Marketing, Operations while managing a web of alliances and relationships with partners, regulatory agencies and governments.

Designed to reflect three years of business, the simulation is highly realistic and will challenge participants to relate the management theory they have learned to the dynamic environment of a large company with the goal of maintaining a strategic vision.

## The Action Learning Project (ALP)

The ALP provides participants with the opportunity to apply, in an integrated and comprehensive manner, the different concepts and knowledge acquired throughout the programme, into a real project. Participants work in small groups and will be monitored by a tutor.

*How do companies benefit from the ALP?*

The ALP is designed and run to meet companies’ needs to train teams of participants to propose and develop “in house” projects.

The possibility to bring together managers from different business units or regions in the organization helps the company to develop a common approach, a common language, and to build on this shared approach by sending executives to the same program over time.

## Leadership Development (LD)

The objective is to enable young, talented managers to transfer the value of the Global Emerging Leaders Program directly into their career development, helping them to achieve managerial responsibilities.

The aim is to help participants better understand their strengths related to leadership capabilities, to mitigate their weaknesses, and to be able to develop and manage high-performance teams. The LD program will be held in a multidisciplinary format and requires individual coaching.

The Leadership Development Program is delivered by Global Executive Coaches with different corporate and organizational backgrounds.
GELP’s guiding topic is “Competencies and tools to foster value delivery in a 3.0 global business environment”.

GELP candidate selection will consider Emerging Leaders about to take or having recently taken their first step into managerial responsibility. They understand the need to have an “open window” on environmental complexity and on the functions and decisions that influence competitive success on a global level.

GELP candidates are seekers of knowledge, tools and leadership principles to become goal-oriented managers. The program facilitates the professional transition from local operations to an international track and helps accelerate participants’ professional careers internationally.
Dynamic and Action-Based Learning

- Presentation and in-depth conceptual explanation of the subjects by program faculty.
- Analysis of examples and real-life situations with practical applications.
- Application of concepts through case studies and group work.
- Action-based learning through the use of business simulators.

Interaction

Participants themselves are the key element of the learning model as they enrich the knowledge acquired during the program. Participant selection and group activities are designed to promote a dynamic exchange of knowledge among peers from different functional areas and business sectors.

Typical On-Campus Module

<table>
<thead>
<tr>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>08.30-10.00</td>
<td>Global Business Environment</td>
<td>High Performance Virtual Teams</td>
<td>Competitive Strategies and VCM (Value Chain Management)</td>
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<tr>
<td>10.15-11.45</td>
<td>Break</td>
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<tr>
<td>12.45-14.15</td>
<td>Lunch</td>
<td>High Performance Virtual Teams</td>
<td>Global Operations &amp; Global Marketing</td>
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<tr>
<td>14.30-16.00</td>
<td>Break</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>17.00-19.00</td>
<td>Welcome/ Networking/ Program Opening</td>
<td>Finance Tutorials</td>
<td>ALP</td>
<td>Field Visit or Cultural Activity</td>
<td>ALP</td>
</tr>
<tr>
<td>19.00</td>
<td>Welcome Dinner</td>
<td>FREE EVENING</td>
<td>FREE EVENING</td>
<td>Special Dinner</td>
<td>FREE EVENING</td>
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</table>

Note: program subject to possible changes.
The members of the Georgetown ESADE Global Emerging Leaders Program faculty are internationally recognized in the study of the economic, social, political, and technological forces shaping global business today.

They have been educated at many of the finest institutions around the world. They play an active role in the international business community, serving as corporate consultants and board members as well as speakers at industry events worldwide. Below are profiles of some of the distinguished faculty.

**Academic Director**

Teresa Corrales Verdugo
Academic collaborator of the Department of Control and Financial Management of ESADE. Graduate in Business Studies and MBA for ESADE. She has developed her professional career in the financial area as controller and chief financial officer in listed companies.

**Lecturers**

Jaap Boonstra
Visiting Professor of the Department of People Management and Organisation, ESADE Business School. Professor of Organisational Change and Development in the Faculty of Social and Behavioural Sciences at the University of Amsterdam.

Jordi Brunat
Lecturer at ESADE Business School, Department of Strategy and General Management. Master of International Commerce, ESADE. Former Director, Corporate Development and Director of Marketing Services, Volkswagen Audi España, SA.
Patricia Cauqui
Coach and Leadership Development Professor at ESADE Business School. Ba in Information Sciences (UCM), MBA (ESADE Business School), Master’s in Psychology (UNED).

Joaquín Cava
Executive Director of the Executive Education General Management Programs and Professor of Business Policy at ESADE Business School. MBA, Wharton Business School of the University of Pennsylvania.

Andrés Cuneo
Lecturer of the Department of Marketing Management, ESADE Business School. Ph.D. in Management Sciences (Marketing) by Universitat Ramón LLull, MS Marketing and MBA from ESADE.

Kasra Ferdows

Juan Antonio Gil
Professor at ESADE Business School, Department of Strategy and General Management, for the EMBA; Coordinator of the Project Coaches Team in ESADE-Madrid; Academic Director for Custom Programs.
Brooks C. Holtom

Prashant Malaviya
Associate Professor MSB Faculty. Ph.D. Northwestern University, Marketing; Minor in Social Psychology. MBA, University of New Delhi, Marketing. B.Tech, Institute of Technology, Varanasi, Metallurgical Engineering.

Joan Massons
Associate Professor in the Department of Financial Management and Control at ESADE Business School. Ph.D. in Business Administrations and MBA (ESADE).

Santiago Minguez
Lecturer at ESADE Business School, Department of Financial Management and Control. MBA (ESADE), Executive Master in Corporate Finance, Academic Codirector at ESADE.

Stanley D. Nollen
Professor, McDonough School of Business. Ph.D., Business Administration, University of Chicago. M.B.A., University of Chicago. M.S., Agricultural Economics, Cornell University. B.S., Iowa State University.

Ivanka Visnjic
Assistant Professor at ESADE Business School, Department of Operations Management and Innovation. PhD degree (Catholic University of Leuven, Belgium), Master of Advanced Business Studies (Catholic University of Leuven, Belgium) and Master of Business and Economics (University of Novi Sad, Serbia).
When you graduate from the Global Emerging Leaders Program, you will become part of the combined Executive Education alumni networks of Georgetown University’s McDonough School of Business and ESADE Business School. With 56,000 members worldwide, the MSB-ESADE Executive Education Alumni Network includes leaders in virtually every field of endeavor and provides you with access to an extraordinary array of resources.

- 56,000 MSB Executive Education and ESADE alumni in active associations.
- E-Magazines and e-newsletters including news on alumni accomplishments and events.
- Regional and national clubs around the world.
- Special interest organizations such as Business Angels Club, Real Estate Club, Latin American Alliance, Sports Management Club. Organizations provide networking, mentoring and career placement opportunities.
- Class reunions.
- Seminars and lifelong training opportunities.
Admissions

How to apply

Please visit www.global-emerging-leaders-program.com for more detailed application instructions. All applications will be received online.

Application requirements

This program is aimed at young professionals with a minimum of 5 years of work experience (we expect an average of 8).

The admissions team will contact each candidate to schedule an interview. The Admissions Committee decision will be communicated within two weeks.

To ensure places are available, candidates are advised to begin their admission process as early as possible.

For additional information you may contact:

**Georgetown University’s McDonough School of Business**

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**ESADE Business School**

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STUDENT RIGHT-TO-KNOW AND CAMPUS SECURITY ACT. In compliance with the Student Right-to-Know and Campus Security Act, it is the policy of Georgetown University to make readily available information concerning the completion or graduation rate of all certificate or degree-seeking, full-time undergraduate students entering the University, as well as the average completion or graduation rate of students who have received athletically related student aid. This information is available upon request from the Director, Department of Athletics, McDonough Gym, Georgetown University, Washington, DC 20057, +1 202 687-2435. The Crime Awareness and Campus Security Act of 1990 requires that the University prepare information on current campus law enforcement policies, crime prevention programs, and campus security statistics. This information is available upon request from the Director, Department of Public Safety, G-Level Village C, Georgetown University, Washington, DC 20057, +1 202 687-4343.