

CEDEP's General Management Programme (GMP) addresses the needs of a selected pool of international participants who have reached a decisive stage in their career. They wish to devote the time to equip themselves better with the tools, methodologies and mind-sets they need to manage more effectively and lead change successfully in international business.

CEDEP's team of world-class faculty challenges and coaches the participants in the areas of internal and external business environments, and the skills of leading others. The GMP develops strategic thinkers who embrace new concepts in the constantly evolving program. It is a carefully crafted balance of academic theory, case studies and insights into personal leadership growth. The participants return to their business environment equipped with a new awareness for operational effectiveness and a broadened skill base.

### WHO SHOULD ATTEND

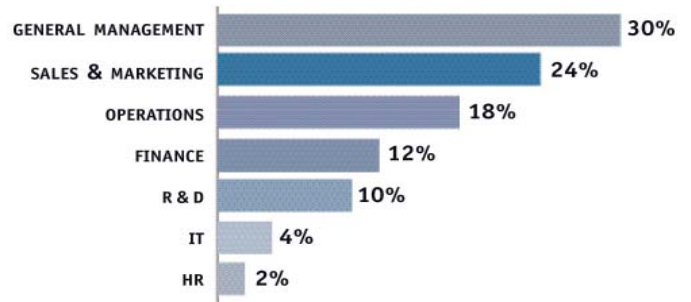
- CEDEP's GMP is a perfect fit for executive business' leaders with roughly 15 years or more of management experience and who are curious to question the status quo and basic business assumptions.
- The programme targets leaders who have the mind-set and ambition to build upon their practical knowledge and personalized learning, transforming them into outstanding business leaders.

CANDIDATES ARE SCREENED AND CAREFULLY CHOSEN BY CEDEP MEMBER COMPANIES. APPLICATIONS FOR NON-MEMBER COMPANIES ARE STUDIED ON A CASE-BY-CASE BASIS.

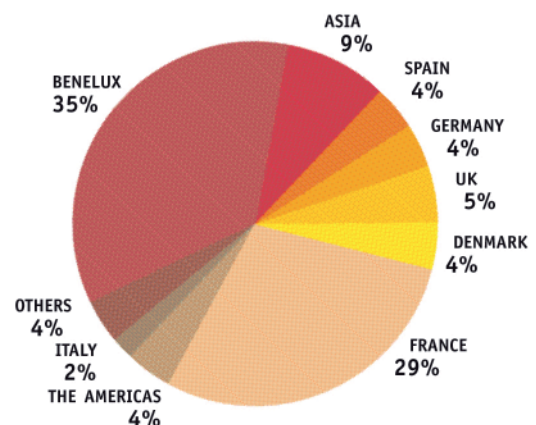
**TUITION FEE** €24 750  
**FULL-BOARD ACCOMMODATION** € 6 120

Fees may be subject to change. CEDEP exceptionally allows enrolment of individual candidates from non-member companies. For these candidates, a 10% surcharge will be added

### FUNCTIONS REPRESENTED



### GEOGRAPHIC ORIGIN



CEDEP is a collaborative learning community created in 1971 by a group of major European companies.

Its international team of highly experienced faculty, superb setting in the peaceful forest of Fontainebleau and dedicated staff contribute to make CEDEP an exceptional educational environment.

CEDEP operates in association with INSEAD.

## PROGRAMME CONTENT

The three-module programme runs over nine months, providing the participants the space for reflection between sessions. Each module is carefully designed to allow participants to use new attitudes to position their business better for sustained growth in today's increasingly uncertain business world.

### MODULE 1 - ENVIRONMENT

The module challenges the participants:

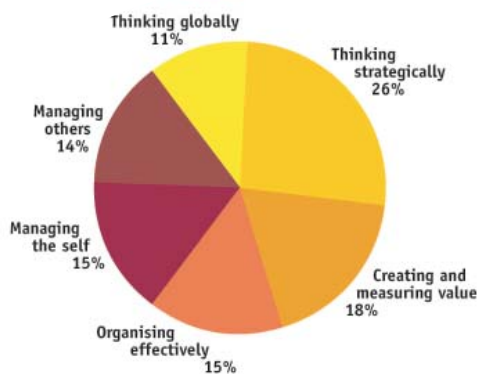
- To understand the risks and pitfalls of the macro-economic environment more clearly;
- To build strategy for the firm in full cognizance of industry structures;
- To confront the hurdles to international collaboration, and the difficulties of international leadership;
- To innovate in developing new markets, and to do so in a sustainable way;
- To manage the conflicting and competing demands of multiple stakeholders.

The module places an emphasis on:

- The challenges of long-term value creation;
- How to finance growth;
- How to prepare robust planning structures to underpin plans and visions.

*“The GMP has broadened my business perspective, thanks to a wide range of subjects, the outstanding quality of professors, and the number of well qualified participants from a variety of different business sectors”*

*Regional Managing Director,  
 Hempel*



### MODULE 2 - OPERATIONS

The module:

- Focuses on operational issues and plans how to achieve them effectively;
- Introduces methodologies to address company challenges across functional boundaries and to align an organisation to take advantage of opportunities;
- Deals with marketing, accounting, operations management, purchasing and risk management issues, whilst retaining the emphasis on value creation of the first module;
- Concludes with a simulation bringing together the strategic and operational aspects of running a global business.

### MODULE 3 - ORGANISATION

The final module addresses:

- Participants' challenges of leadership in a changing global environment, together with issues such as change management, the life-work balance, power & networking;
- Issues concerning the complexity of the modern working environment and the demands it places on personal skills such as the introspection of one's own abilities, managing those of others and designing and managing organisational structures.

The module offers:

- A unique group coaching process which starts in the second module with an assessment of leadership capabilities;
- A series of exercises for the participants that confront them with the human challenges of leading a modern international business.

### ABOUT THE FACULTY

The academic credentials and the on-the-ground experience of faculty members are unanimously recognized as outstanding. All lecturers have a proven track record in executive education and have hands-on consulting experience with multinational organizations. The GMP calls upon this network of world-class faculty from top business schools such as INSEAD, Wharton and Carnegie Mellon University, together with expert consultants from around the world.

### FOR MORE INFORMATION

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