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Series: Meeting and event briefing materials

Dates: 12/02/1996 – 12/11/1996

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THE WORLD BANK

Washington, D.C.

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The World Bank

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Washington DC 20433

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DECLASSIFIED
WBG Archives

Lunch: Consortium Faculty

Wednesday, December 11, 1996

12:30 - 2:00 p.m.

JDW Private Dining Room

 Archives



30486580

R2002-036 Other #: 28 Box #: 186478B

President Wolfensohn - Briefings Books for Presidents Meetings - Meeting Materials
Lunch - Consortium Faculty - December 11, 1996

Archive Management for the President's Office

Document Log

Reference # : Archive-01086

1748

Edit

Print

A. CLASSIFICATION

☒	Meeting Material
☐	Trips
☐	Speeches

☐	Annual Meetings
☐	Corporate Management
☐	Communications with Staff

☐	Phone Logs
☐	Calendar
☐	Press Clippings/Photos

☐	JDW Transcripts
☐	Social Events
☐	Other

B. SUBJECT: LUNCH: CONSORTIUM FACULTY (B) (N) (TOTAL: 11)
VENUE: JDW'S PRIVATE DINING ROOM
CONTACT: T. HUSAIN @ 33907 (STAR)
AGENDA: EXECUTIVE TRAINING PROGRAM - STRUCTURE OF NEXT TWO MODULES
ATTENDEES: JDW, SANDSTROM, T. HUSAIN, F. NUNES, {D. BERRY-CANNOT ATTEND ON MISSION}, ATSUKO
CONSORTIUM ATTENDEES:
PROF. EARL SASSER (HARVARD BUSINESS SCHOOL)
PROF. PETER ZIMMERMAN (KENNEDY SCHOOL)
PROF. KASRA FERDOWS (INSEAD)
PROF. CHARLES A. O'REILLY (STANFORD)
PROF. PEDRO NUENO (IISE-SPAIN)
PROF. MICHAEL YOSHINO (HARVARD)
(B) HUSAIN // FRIDAY, DECEMBER 6
12/2 - APPROVED BY JDW // 12/6 CIHAT (9)
EXC: ATSUKO (O/R) (HANY) // ALI (12/2)

DATE: 12/11/96

Brief includes:

---note from Tariq Husain - December 2, 1996
---table on World Bank EDP: Module II - January 19-31, 1997
---World Bank EDP - Note on Faculty Members (John F. Kennedy School of Government; Harvard Business School; INSEAD; Stanford; IESE)

C. VPU

Corporate

☐	CTR
☐	EXT
☐	LEG
☐	MPS
☐	OED
☐	SEC/Board
☐	TRE

Regional

☐	AFR
☐	EAP
☐	ECA
☐	LAC
☐	MNA
☐	SAS

Central

☐	CFS
☐	DEC
☐	ESD
☐	FPD
☐	FPR
☒	HRO

Affiliates

☐	GEF
☐	ICSID
☐	IFC
☐	Inspection Panel
☐	Kennedy Center
☐	MIGA

D. EXTERNAL PARTNER

☐	IMF
☐	UN
☐	MDB/Other IO
☐	NGO
☐	Private Sector

☐	Part I
☐	Part II
☐	Other

E. COMMENTS:

File Location

☒ EXC	☐ IISC	☒ Archives
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Cleared By

Hany Assaad (Atsuko Horiguchi on leave)

Date:

12/17/96

 [View Update History](#)

Briefing Notes for **Mr. Wolfensohn**

A. Management Development Program

- Harvard Consortium Executive Development Program-- Three modules of two weeks each:

Module 1 : Strategy and Competition

Module 2 : Strategic Management of Operations and Services

Module 3 : Leadership, Culture and the Learning Organization

- Plus - Poverty Week:

One week or more in a village or poor urban location working with an NGO.

B. In-house Management Development: About **twenty-five workshops annually** on:

- Intact Team Building
- Negotiations (Multi Stakeholder; Two Way)
- Strategic Communication
- Consulting Skills
- Working in a Multi-Cultural Environment
- Resolving Conflict
- Self-Awareness

C. Professional Development Program: About **150 workshops/seminars annually** on:

- Economic Analysis (Macro, Micro)
- Public Expenditure Analysis
- Finance
- Private Sector Development
- Environment, Urban and Infrastructure
- Education, Health, Nutrition
- Public Sector Management
- Bank Operations and Portfolio Management
- Operations Evaluations

D. Sector/Discipline Weeks: About **15 residential** knowledge-sharing events in which professionals in economics, finance, energy, agriculture, social, etc. get together with world class professionals and share best practices.

E. Joint Program with EDI: **Twelve joint programs** with EDI on:

- Public Expenditure Analysis
- Environmental Management
- Sector Investment Program
- Social Safety Net
- Adjustment Lending
- Competition and Regulations in Infrastructure

Calendars describing the contents of the above programs are available with me. (copies also with Henry/Allison).

Thanks,



Tariq Husain

Briefing Note for
Mr. Jim Wolfensohn

Mr. James Wolfensohn

Subject: Your lunch meeting with Professors Sasser, Zimmerman (Kennedy School), Ferdows (INSEAD) and O'Reilly (Stanford) on December 11 at 12:30pm

Jim:

The core consortium faculty has requested a meeting to brief you and seek guidance on the:

- A. Proposed content of modules II (January 19-31, 1997) and III (March 2-14, 1997). This will complete the six weeks for the first cohort of 80 staff and external partners.
- B. Process by which "Projects" may be designed and integrated into the EDP Program; and
- C. Proposal to re-design module 1 by separating out the Finance Component as a stand-alone three day Program in order to adequately meet financial skills needs of Bank Managers.

A. Content Modules II, III

I attach the proposed content in matrix format for your information and guidance to the faculty. The second week of Module III is still being fine tuned and Earl Sasser has promised to bring a more fleshed out version on December 11.

B. Design of Projects

This is a concept which you had approved in your meeting with Prof. Sasser. It is a distinctive (unique-according to the consortium faculty) feature of the Bank's Executive Development Program and is intended to help participants apply the general principles taught in the EDP to the context and problems of Bank wide or units' specific environments. The proposed approach is premised on the belief that work on Bank-specific projects would create possibilities for better integration of Bank's initiatives in management education and desired organizational change.

Proposed Approach:

Early in module two **each participant** will be asked to identify a **personal lesson** from the program and an **organizational issue or concern** which adversely affects their capacity to contribute to the Bank.

Possible assignment questions: (1) identify one lesson from module one that you have taken back to the workplace, and how it has affected your performance; (2) identify one organizational issue that impedes your capacity to contribute to the goals of the Bank. The issue could involve any dimension of the Bank's policies, procedures, structures or systems. Each participant would prepare a brief written account describing (1) the lesson, what has happened and (2) the organizational issue. They would be submitted anonymously to encourage candor.

The lesson submissions would be collated and shared with fellow participants and faculty. The organizational issue submissions would be collated and reviewed by the faculty, who would develop a simple classification scheme(e.g., one group might address the political context of the Bank, another might address the Bank's structure, others might address internal systems and procedures, etc.). All the issues would be submitted to you shortly before the end of module two.

It is proposed that on the final day of module two, you or a Managing Director will convene the group(participants, faculty and Bank executives) for a morning long discussion. It would begin with a response to the group to address the perceptions and concerns voiced by the group, e.g., "we agree (or don't) that this is a problem", "we need to better understand the issue", "we will work to change this policy"...and so on. This would be followed by discussion and interaction with the participants.

The participants will organize into work groups to design solutions and feasible implementation plans for the "accepted" project ideas. The group will write up a short description of the project, and discuss the project with program faculty. The faculty review will help clarify and focus the issues, as well as identify a faculty contact to act as a resource for the group.

The groups will use electronic mail and other means to communicate between modules two and three as they gather necessary information, generate analysis and frame recommendations/plans for action. The groups will discuss their work with their faculty and Bank executive contacts as they refine their analysis.

During the third module, the work groups will complete their reports and present them to you and the Executive Committee, summarizing the recommendations and offering their endorsement, reservations and plan for further action.

C. Executive Development Program and Finance

Based on feedback from Cohort 1 participants, modules 1 and 2 are being redesigned and the finance component of the Executive Development Program is being separated out as a stand alone program.

Earl Sasser and his colleagues have recommended that a stand alone program on finance of about three days be given to ALL EDP participants. This would substitute for the current two day of finance in modules 1 and 2.

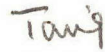
The faculty strongly believes that this "additional" stand alone program for finance is both pedagogically superior and fully responsive to your wishes.

By adding these three days to the six weeks---they would free up modules 1 and 2 for strategy and other managerial subjects which fit better.

Your concurrence or guidance will be requested.

I am attaching the CV of the faculty members, and the delivery schedule of the final three cohorts for your information.

Thank you.

A handwritten signature in dark ink, appearing to read 'Tariq'.

Tariq Husain

WORLD BANK EDP: MODULE II: JANUARY 19-31, 1997

Schedule as of November 23, 1996

Course Director: Prof. Kasra Ferdows (INSEAD)

Sun. 19	Mon. 20	Tues. 21	Wed. 22	Thur. 23	Fri. 24	Sat. 25
AM	<i>Aligning Operations with Strategy</i> Kasra Ferdows	<i>Negotiations Dynamics</i> Ingmar Diericks	<i>Achieving Service Breakthrough</i> Earl Sasser	<i>Performance Measures</i> Deigan Morris	<i>Performance Measures</i> Deigan Morris	<i>Changing Operating Structure</i> Kasra Ferdows (plus DM?)
Lunch						
PM	<i>Negotiations Dynamics</i> Ingmar Diericks	<i>Measuring Outcome</i> P. Zimmerman	<i>Performance Measures</i> Deigan Morris	<i>Managing Projects</i> Kasra Ferdows	<i>Information Technology</i> Josep Valor	
<i>Introduction Ferdows, Zimmerman</i>		<i>Introduction to Projects</i> Zimmerman, O'Reilly		<i>Work on Projects</i>		

Sun. 26	Mon. 27	Tues. 28	Wed. 29	Thur. 30	Fri. 31
AM	<i>Managing Alliances</i> Yves Doz	<i>Innovation/ Shortening Lead Times</i> Pedro Nuevo	<i>Forming Value-Adding Partnerships</i> Ben Bensaou	<i>Managing Cross Cultural Teams</i> Andre Laurent	<i>Team Projects Presentations and Discussion</i> PZ+CO+KF
Lunch					<i>Wrap-Up (KF+...)</i>
PM	<i>Managing Alliances</i> Yves Doz	<i>Managing Networks</i> Ben Bensaou	<i>Entre/Intra-preneurship</i> Pedro Nuevo	<i>Managing Cross Cultural Teams</i> Andre Laurent	
			<i>Work on Projects</i>	<i>Work on Projects</i>	

WORLD BANK EDP: MODULE III: MARCH 2-14, 1997

Schedule as of November 23, 1996

Course Director: Prof. Charles O'Reilly (Stanford)

Sun. 2	Mon. 3	Tues. 4	Wed. 5	Thur. 6	Fri. 7	Sat. 8
	- Using Organizational Culture as a Social Control System - O'Reilly	- Organizational diagnosis and Problem Solving - Tushman	- Large Scale Organizational Change - Negotiating Organizational Change - O'Reilly - Neale	- Shaping the Political dynamics of change - Pfeffer	- Team Success - Neale - Leonard-Barton	- Integrative Case - World Bank Project Presentation - Leonard-Barton
Lunch						
- Introduction - Sasser - O'Reilly	- World Bank Culture diagnosis - World Bank Project Groups - O'Reilly	- Strategic Innovation & Organizational evolution. Managing Change - World Bank Project - Tushman	- Negotiation - World Bank Project - Neale	- Competitive Advantage through People - World Bank Project - Pfeffer	- Groups that Learn - World Bank Project - Nealy - Leonard-Barton	Free

WORLD BANK EDP: MODULE III: MARCH 2-14, 1997

Schedule as of November 23, 1996

(Note: Still being fine-tuned) Course Director: Prof. John Kotter (Harvard)

Sun. 9	Mon. 10	Tues. 11	Wed. 12	Thur. 13	Fri. 14	
	• Role of the General Manager • Uytterhoeven	• Leadership as a Force of Change • Kotter & Colleagues	• Managing & Capitalizing on Diversity • Kotter & Colleagues	• Drafting effective corporate culture	• Presentation of Bank Projects to Mr. Wolfenshon & EXC	
Lunch						
	• Role of the General Manager • Uytterhoeven	• Leadership as a Force of Change • Kotter & Colleagues	• Behavioral Change vs. Structural Change • Kotter & Colleagues	• Integrating Exercise on Sustaining Change • Core Faculty		

*World Bank
Executive Development Program*

Faculty Members

*John F. Kennedy School of Government,
Harvard Business School
INSEAD
Stanford
IESE*

HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Herman Dutch Leonard

George F. Baker, Jr. Professor of Public Management
Academic Dean for Curriculum and Instruction

His research concentrates on state and local fiscal issues and on how the financial structure of public organization influences their accountability. His recent work focuses on comparing public expenditures across states. He has also worked on public pensions and public insurance programs, and on financing strategies for rehabilitating public infrastructures. He recently completed a study of Massachusetts state spending priorities. He was chairman of the Massachusetts Governor's Task Force on Tuition Prepayment Plans, on the National Academy of Science's National Urban Policy and Superconducting Supercollider Committees, the U.S. Senate Budget Committee Private Sector Advisory Task force on Infrastructure Financing, and the Governmental Accounting Standards Board Task Force on Fixed Assets and Infrastructure. Leonard received his Ph.D. in economics in 1979 from Harvard University.

Peter B. Zimmerman

Associate Dean for Teaching Programs
Adjunct Lecturer in Public Policy

Zimmerman's duties include coordinating the development and operation of the School's executive training programs, its case program and its public management research and outreach strategy. A graduate of the School's public policy program, Zimmerman has worked for the Navy Strategic Systems Project Office and on the National Security Council staff. He has consulted for the National Security Council, the Senate Intelligence Committee and other public and nonprofit organizations. Recently, Zimmerman was the director of the task force on education and training for the National Commission of Public Service and has served as the vice chair of the task force on organizational renewal for the National Park Service.

Shirley Williams

Public Service Professor of Electoral Politics and Press/Politics
Director, Project Liberty

Shirley Williams is a member of the House of Lords, having served in the House of Commons from 1964-79 as a Labour MP and as the first elected SDP MP from 1981-83. She co-founded the Social Democratic Party and served as its president from 1982-1988. She also served in the cabinet under the Wilson and Callaghan governments as secretary of state for prices and consumer protection, paymaster general and secretary of state for education and science. She recently published, with co editor Edward L. Lascher, Jr., *Ambition and Beyond: Career Paths of American Politicians* (1993). Shirley Williams concentrates on elective politics, Central and Eastern Europe, the European Community and U.S. European relations.

HARVARD BUSINESS SCHOOL

Dorothy Leonard-Barton

Professor, Harvard Business School

Professor Leonard-Barton's major research interests and consulting expertise are in knowledge management and innovation; she is currently embarking on an international study of those topics in the emerging multi-media industry. She has consulted with and taught about innovation for governments (e.g., Sweden, Jamaica) and major corporations (e.g. IBM, Kodak), and serves on the corporate Board of Directors for American Management Systems, an industry leader in custom software development. Her more than 25 publications appear in academic journals (e.g. "Core Capabilities and Core Rigidities in New Product Development" in Strategic Management Journal), in practitioner journals (e.g. "Implementing New Technology" in The Harvard Business Review) and in books on technology management (e.g., "Guiding Visions" in the Perpetual enterprise Machine). She has also written dozens of field-based cases used in business school classrooms. Her book, Wellsprings of Knowledge Building and Sustaining the Sources of Innovation, was published in 1995 by Harvard Business School Publishing and is in its second printing. Her Ph.D. is from Stanford University.

Hugo Uytterhoeven

Timken Professor of Business Administration

Hugo Uytterhoeven, the Timken Professor of Business Administration, received doctor of law degrees from the University of Zurich in Switzerland and from the University of Ghent in Belgium and M.B.A. and D.B.A. degrees from Harvard University. He has been a member of the Harvard Business School Faculty since 1960. Professor Uytterhoeven is a director of Bombardier Inc., Brown, Boveri & Co. Ltd., Ciba-Geigy AG, Ecolab Inc., Harcourt General, The Stanley Works, and a member of the International Advisory Council of Degussa Corporation. He also is a consultant and lecturer in the fields of business, government and the international economy, international business, long-range planning, and corporate organization. He is co-author of the eighth of Business Policy: Managing Strategic Processes (Irwin, 1995).

V. Kasturi Rangan

Professor

Kash Rangan is the Eliot I. Snider and Family Professor of Business Administration of the Harvard Business School. Rangan has been on the faculty of the Harvard Business School since 1983. Professor Rangan's industrial marketing research has appeared in management journals such as Harvard Business Review, and business Horizons, as well as scholarly journals such as Management Science, and Organization Science. Rangan has authored four books, his current research deals with the impact of environmental complexity on interfunctional coordination within the firm, and between the firm and its distribution channels.

HARVARD BUSINESS SCHOOL

Thomas R. Piper
Professor

Tom Piper, Lawrence E. Fouraker Professor of Business Administration, received the MBA and DBA degrees from Harvard University. He has been a member of the Harvard business School faculty since 1970 and has taught in the MBA Program, the Program for Management Development, the Advanced Management Program, and the International Senior Managers Program. He served as Chairman of the MBA Policy Committee, was Senior Associate Dean for Educational Programs for 12 years, and is responsible for the School's efforts in the area of values, leadership and corporate responsibility. He is also responsible for a major initiative to establish market-oriented business schools in Eastern Europe and Russia.

Professor Piper is a consultant in the field of corporate financial management, and is a director of BayBanks, Inc. He is the author or co-author of a number of articles, author of *The Economics of Bank Acquisitions*, co-author of *Case Problems in Finance*, and *Can Ethics Be Taught? Perspectives, Challenges, and Approaches* at Harvard business School.

John P. Kotter
Professor

John P. Kotter is Konosuke Matsushita Professor of Leadership at the Harvard Business School. He has been on the Harvard Business School faculty since 1972. In 1980, at the age of 33, he was given tenure and a full professorship at the Harvard Business School, making him one of the youngest people in the history of the University to be so honored.

Professor Kotter is the author of *The General Managers* (1982), *Power and Influence: Beyond Formal Authority* (1985), *The Leadership Factor* (1987), *A Force for Change: How Leadership Differs from Management* (1990), *Corporate Culture and Performance* (1992, with Jim Heskett), and *The New Rules: How to Succeed in Today's Post-Corporate World* (1995), all of which have been best sellers among business books in the United States. He has also created two highly acclaimed executive videos, one on *Leadership* (1991), and one on *Corporate Culture* (1993).

The many honors won by Professor Kotter include an Exxon Award for Innovation in Graduate Business School Curriculum Design, a Johnson, Smith & Knisely Award for New Perspectives in Business Leadership, and two McKinsey Awards for best Harvard Business Review articles.

Professor Kotter teaches in both MBA and Executive programs at Harvard. He is also a frequent speaker at top management meetings around the world.

HARVARD BUSINESS SCHOOL

George C. Lodge
Professor

Professor Lodge has been a member of the Harvard Business School faculty since 1963. He teaches Business, Government and the International Economy and Decision Making and Ethical Values in both the School's Master's and Advanced Management programs.

During the 1960s Lodge played a major role in the establishment of the Central American Institute of Business Administration. His research during those years took him to Veraguas Province, Panama, where he studied the introduction of political and economic change. This work resulted in several articles in Foreign Affairs and a book, *Engines of Change: United States Interests and Revolution in Latin America*. He has published more than 40 articles-12 in the Harvard Business Review, two of which received the McKinsey award for the best article of the year-and a number of books besides the two mentioned above: *The New American Ideology* (1975) and *The American Disease* (1984), published by Alfred Knopf; *U.S. Competitiveness in the World Economy* (1984) ed. with Bruce R. Scott and *Ideology and National Competitiveness: An Analysis of Nine Countries* (1987) ed. with Ezra F. Vogel, published by Harvard Business School Press; *Comparative Business-Government Relations* (1990) published by Prentice Hall; *Perestroika for America: Restructuring*.

W. Earl Sasser
Professor

Earl Sasser is a full professor at Harvard Business School and has been a member of the faculty there since 1969. He received a B.A. in Mathematics from Duke University in 1965, an MBA from the University of North Carolina in 1967, and a Ph.D. in Economics from Duke University in 1969. A member of the HBS faculty since 1969, Sasser developed the School's first course on the management of service operations in 1972.

In 1990 he co-authored (with HBS Professor James L. Heskett and former HBS assistant professor Christopher W.L. Hart) *Service Breakthroughs: Changing the Rules of the Game*. Based upon five years of extensive research in fourteen service industries, it explains how one or two firms in each industry are constantly able to set new standards for quality and value that force competitors to adapt or fail. Sasser has co-authored several other books in the field of service management including *Management of Service Operations* and *The Service Management Course*.

Sasser has written or co-written nine articles for Harvard Business Review, including "Putting the Service Profit Chain to Work," "the Profitable Art of Service Recovery," "Zero Defections: Quality Comes to Services," and "Match Supply and Demand in Service Industries."

HARVARD BUSINESS SCHOOL

Michael Y. Yoshino

Herman C. Krannert Professor of Business Administration

Professor Yoshino holds the Herman C. Krannert chair in Business Administration at the Harvard Business School. He specializes in global strategy and management, competitive strategy and general management. A founding member of the Executive Committee of the Edwin O. Reishauer Institute at Harvard, he has also served on the Board of Directors of the National Bureau of Economic Research, the leading economic research organization in the United States.

Professor Yoshino joined the Harvard Business School faculty in 1971. At Harvard, he has taught in the MBA program, the Advanced Management Program and the International Senior Management Program in Switzerland.

Professor Yoshino has held a variety of administrative positions at the Harvard Business School, including serving as Director of Research and Chair of the General Management Area. He has served also on the Editorial Board of the Harvard Business Review.

Professor Yoshino has written widely. His latest books include *Invisible Link: Organization of Trade* (the MIT Press) and *Strategic Alliance* (the Harvard Business School Press). Professor Yoshino is currently conducting a major research project on leading Asian companies.

Professor Yoshino has extensive consulting experience in the areas of Global Strategy, Competitive Strategy and General Management. He has extensive experience as well in designing and teaching in executive development programs for major corporations and government agencies worldwide.

Pankaj Ghemawat

Professor

Professor Pankaj Ghemawat received his Ph.D. in Business Economics in 1982. Over 1982 and 1983, Dr. Ghemawat was a consultant with McKinsey & Company in London. In late 1983, he returned to Harvard Business School to teach Industry and Competitive Analysis. In 1991, he was appointed the youngest full professor in the School's history.

Professor Ghemawat's research has centered on decisions that involve significant amounts of commitment or irreversibility, such as entry into new markets, exit from old ones, capacity expansion and product and process innovation. He has written a book, *Commitment* (Free Press, 1991), and more than thirty articles and cases on this broad topic. Professor Ghemawat has also started on a stream of research on competition in developing countries. Professor Ghemawat serves on the editorial boards of the *Journal of Economics and Management Strategy* and the *Strategic Management Journal*.

INSEAD

Antonio Borges

Dean of INSEAD

Professor Antonio M. Borges' research has focused on Computable General Equilibrium Models, with applications to energy policy, tax reform, industrial policy, and agricultural trade liberalization. Most of his work has a policy orientation and has been supported by institutions such as the Treasury Department, the Electric Power Research Institute or the Organization for US Economic Cooperation and US Development. Additionally, he has also published articles on Monetary and Exchange Rate Policy and other Macroeconomics issues. Having joined INSEAD in 1980, he became Associate Dean for the MBA Program in 1986. Between 1990 and 1993 he left INSEAD to become Vice Governor of the Bank of Portugal.

Soumitra Dutta

Associate Professor, Technology Management

Professor Dutta is an Associate Professor in the Technology Management Area at INSEAD. Prior to joining INSEAD in 1989, he has been employed with Schlumberger in Japan and General Electric in the USA. Prof. Dutta obtained his Ph.D. in computer science and his M.S. in business administration from the University of California at Berkeley.

His published research appears in many journals including Communications of the ACM, Decision Support Systems, Data and Knowledge Engineering, International Journal of Approximate Reasoning, IEEE Transactions on Systems, Man, and Cybernetics, IEEE Transactions on Engineering Management and Journal of Strategic Information Systems. He is co-leading a multi-year research project in IT excellence funded by the European Space Agency, the European Software Institute and other corporate sponsors. His most recent book is Knowledge Processing and Applied Artificial Intelligence.

Ingemar Dierickx

Professor

Director, Program on Negotiation Dynamics

Ingemar Dierickx holds a Ph.D. (Business Economics) from Harvard University and an MBA from the Harvard Business School, where he was a Baker Scholar. He also holds law degrees from the Harvard Law School (LL.M.) and the Rijksuniversiteit Fhent (Lic.Jur.). His research and teaching interests are in the area of Game Theory and its applications to Negotiation Analysis and Strategic Management. Before joining INSEAD, he worked at the Division of Research, Harvard Business School and with Professor Schelling, Department of Economics, Harvard University. At INSEAD, he has received three times the award for Outstanding Teacher in the Elective Courses. He is the Director of the INSEAD program on Negotiation Dynamics.

INSEAD

Andre Laurent

Professor of Organizational Behavior

Andre Laurent is a graduate of the Ecole de Psychologues Praticiens de Paris, the University of Paris - Sorbonne - (Degree in Sociology and Doctorate in Psychology) and Harvard University (International Teachers Program). He was an industrial psychologist with Pechiney in West Africa, spent three years with the Institute for Social Research at the University of Michigan as Research Associate and Study Director before joining INSEAD in 1970. Since then he has been a Visiting Scholar at Stanford University, a Visiting Professor at the European Institute for Advanced Studies in Management in Brussels and a consultant to a number of multinational companies. His major research and publications investigate the impact of national cultures on organizations and the management of cultural diversity in multinational firms.

Deigan Morris

Professor of Accounting and Control.

Professor Morris holds a Ph.D. from Warwick. Before joining the faculty at INSEAD he spent seven years in the central control function of Massey Ferguson UK.

At INSEAD his main activities focus on teaching and research of management accounting and control. The majority of his teaching is now devoted to the subject of Strategic Cost Management, which is concerned with the development of costing methodologies and concepts for identifying sources of sustainable competitive advantage. His research looks at the way managers use accounting information for decision making and seeks to learn how processes and outcomes can be improved.

James Teboul

Professor

Graduate Engineer of Ecole Central de Paris and Doctor of Science from Paris University, James Teboul started his career as a group leader responsible for new product development at Schlumberger. After obtaining his MBA at Sherbrooke University in Canada, he became a professor at INSEAD in 1971. He now teaches in the Technology Management Department, production and operations management in industry and services.

Professor James Teboul is a member of the editorial board of the International Journal of Service Industry Management. His book "*La Dynamique Qualite*" (Editions d'Organisation) is published in English under the title "*Managing Quality Dynamics*." He is currently preparing a new book titled "*Value Adding Services*."

Stanford University

Margaret A. Neale

Professor of Organizational Behavior

Director of the Negotiation and Influence Strategies Executive Program

Professor Neale received her Ph.D from the University of Texas, Austin in 1982. She has also received the Academy of Management Organizational Behavior Dissertation Award, 1983; the Dorothy B. Harlow Research Award, 1986; and the Northeast Louisiana University School of Pharmacy Alumna of the year, 1993. Her research interests include negotiation and decision making, collaboration, the allocation of burdens and benefits; learning in groups; group decision making. She is the coauthor of "Equity, Equality and Need: The Effects of Organizational Culture on the Allocation of Benefits and Burdens," *Organizational Behavior and Human Decision Processes*, forthcoming; "The Prospect of Negotiating with Non-Linear Utilities: Why some concessions are More Equal Than Others," *Organizational Behavior and Human Decision Processes*, forthcoming; "Role of Negotiator Aspirations and Settlement Expectations of Bargaining Outcome," *Organizational Behavior and Human Decision Processes*, 1994; Negotiating Rationally (Free Press, 1992). Editor: "Negotiating Successful Research Collaborations," in *Social Psychology in Organizations* (Prentice Hall, 1993); as well as over 60 other articles in academic and professional journals.

Charles A. O'Reilly III

Professor of Human Resources Management and Organizational Behavior

Director of the Human Resource Executive Program

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Kasra Ferdows

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Professor of Operations Management and Masco Research Fellow at Georgetown University

Professor Ferdows has also taught at the Stanford Business School and the Harvard Business School during his sabbatical years. As an investigator in the *Global Manufacturing Futures* project for ten years, Kasra Ferdows has studied strategies of large manufacturers in North America, Europe, and Japan and published in a variety of journals, among them *Journal of Operations Management*, *International Journal of Production Research*, *Strategic Management Journal*, *Columbia Journal of World Business*, *California Management Review*, *Journal of Business Strategy*, *International Journal of Technology Management*, and *European Management Journal*, and in a book, *Managing International Manufacturing* (North Holland, 1989). He holds MSME, MBA and Ph.D in Industrial Engineering from University of Wisconsin in Madison.

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Pedro Nueño
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Professor Nueño is Bertran Foundation Professor of Entrepreneurial Management and serves as Chairman of the International Academy of Management and the Academic Council. Recent publications include *Corporate Turnaround* and *Entrepreneurship* and has a forthcoming book entitled *The Light and the Shadows*. Professor Nueño holds a Ph.D in Business Administration from Harvard University and is an industrial engineer by basic training.

WORLD BANK EXECUTIVE DEVELOPMENT PROGRAM

	Harvard	Washington	Washington
Cohort 1 (of 80) Bank Managers 60 Outsiders 20	October 6 - 18, 1996	January 19 - 31, 1997	March 2 - 14, 1997
Cohort 2 (of 150) Bank Managers 100 Outsiders 50	February 2 - 14, 1997	April 13 - 25, 1997	June 1 - 13, 1997
Cohort 3 (of 150) Bank Managers 100 Outsiders 50	August 17 - 29, 1997	October 5 - 17, 1997	January 11 - 23, 1998
Cohort 4 (of 150) Bank Managers 100 Outsiders 50	December 7 - 19, 1997	March 8 - 20, 1998	May 3 - 15, 1998