



**HARVARD
BUSINESS
SCHOOL**

EXECUTIVE EDUCATION

May 29–June 1, 2012 | \$3,500 | Harvard Kennedy School, Cambridge, MA U.S.

PERFORMANCE MEASUREMENT FOR EFFECTIVE MANAGEMENT OF NONPROFIT ORGANIZATIONS (PMNO)

OFFERED BY THE HBS SOCIAL ENTERPRISE INITIATIVE

PROGRAM OBJECTIVES

This program is designed to enhance your organization's ability to implement its mission through assessing performance. Examining the diverse performance challenges facing nonprofits today, PMNO presents the best practices for developing an appropriate performance measurement and management system for your organization. You will leave with the skills and vision to align your organization's mission and strategy with its day-to-day activities.

CURRICULUM

Through faculty presentations, case studies, and group discussions, you will gain insights into the practical aspects of organizational performance measurement and management.

Topics include:

- Managing organizational performance for strategic advantage
- Assessing and responding to demands for accountability
- Examining tools and approaches for measuring your organization's performance
- Overcoming challenges and obstacles to organizational performance management
- Institutionalizing and sustaining organizational performance management systems

PARTICIPANT MIX

Senior executives, board members, and other leaders of nonprofit organizations who have responsibility for organizational performance management and measurement are appropriate for this program. Teams of two to three leaders from a single organization are encouraged to apply. This program is not targeted to consulting firms or management support organizations.

ANTICIPATED FACULTY

Nava Ashraf, Alnoor Ebrahim, Allen S. Grossman (faculty cochair), James P. Honan, Christine W. Letts, Christopher Stone, and Julie B. Wilson (faculty cochair)

This is a joint program presented by the HBS Social Enterprise Initiative and Harvard University's Hauser Center for Nonprofit Organizations.

TO APPLY, VISIT www.exed.hbs.edu/programs/pmno/



WHY HARVARD BUSINESS SCHOOL?

This is where world leaders convene. At Harvard Business School, you will do more than prepare for the next step in your career. You will develop the worldview, strategic skills, and leadership capacity to master the complex global challenges that face your organization today.

The Case Method, pioneered by Harvard Business School, is a proven tool for expanding your leadership capability and expertise. No other program puts you face to face with the faculty who wrote the cases and experienced the outcomes.

Our Global Curriculum integrates the best practices and cultural insights of the world's top organizations. You will return with the latest strategies for achieving your organization's goals—and your career objectives.

A Diverse Group of Accomplished Peers will share their unique perspectives and life experiences. You will leave with a network that spans functions, industries, and the globe.

Full-Time Harvard Business School Faculty members teach every course. Drawing on proven management expertise and field-based research, they will engage you in an unparalleled learning experience.

ADMISSIONS

Application Process — Please visit www.exed.hbs.edu for complete admission requirements and to apply online.

Applications are requested at least four weeks before the program start date. Since qualified candidates are admitted on a rolling, space-available basis, early application is encouraged.

Admission Requirements — Admission is selective and based on professional achievement and organizational responsibility. No formal educational requirements apply, but proficiency in written and spoken English is essential. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and HBS expects full commitment from both. While participants devote time and intellect to the learning experience, sponsoring organizations agree to relieve individuals of their work responsibilities during the program.

Program Fee — The program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

CONNECT WITH US

**For more information, please contact
our client service specialists at:**

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