STRENGTHEN YOUR CORE COMPETENCIES. BUILD POWERFUL TEAMS. ACHIEVE STRATEGIC GOALS. ACCELERATE YOUR PERSONAL TRANSFORMATION. BECOME AN OUTSTANDING CROSS-FUNCTIONAL LEADER.
Move Up to the Next Level of Leadership

Becoming an exceptional general manager requires a fundamental shift in thinking, acting, and leading. You must be fully prepared to move beyond your field of expertise, take on cross-functional responsibilities, and contribute to corporate growth on a more strategic level. Mastering this leadership transformation can take years of on-the-job training, but Harvard Business School (HBS) offers an intensive program that puts you on the fast track.

Delivering a Truly Global Experience

The General Management Program (GMP) is carefully designed to help you accelerate your leadership growth and play a greater role in your company’s success. Through a series of on-campus and distance-learning modules, GMP minimizes your time away from the office and maximizes your learning investment.

By exploring the best practices of global business leaders, you will learn how to build strong teams, anticipate and respond to competitive threats, and contribute to your company’s growth on a more strategic and senior level.

GMP is truly a once-in-a-lifetime experience. You will collaborate with a diverse and elite group of peers who span industries and countries as well as interact with distinguished faculty, who in 2016 collectively researched and wrote over 310 case studies representing more than 55 countries.
PROVEN LEARNING FORMAT. POWERFUL RESULTS.

GMP challenges you to rethink and redefine your leadership mindset and strategic approach. As you delve into the complex business challenges facing general managers worldwide, you will broaden your perspective on company operations and sharpen your strategic, financial, and management skills.

Designed to boost your leadership expertise, confidence, and vision, the carefully structured, case-based curriculum focuses on two critical areas—diagnosis and action. During the first on-campus module, you will craft a personal strategy statement that addresses a specific challenge confronting your organization. The HBS faculty, your living group peers, and your personal HBS Executive Coach will provide valuable feedback as you build and refine your personal action plan throughout the program.

The format

INNOVATIVE MODULAR FORMAT

GMP is composed of two on-campus and two distance-learning modules presented over four months, with seven weeks of study on the HBS campus. This highly integrated format enables rapidly growing organizations to prepare leaders for the challenges ahead while maintaining business momentum. Between modules, you’ll apply what you’ve learned, work on your customized case study, and engage in interactive online sessions. You’ll develop a multidisciplinary perspective that enables you to analyze key value drivers and build strong cross-functional teams.

ELITE GROUP OF GLOBAL EXECUTIVES

Nowhere else in the world can you engage with such a diverse group of accomplished global executives and world-renowned faculty. From the HBS classroom to your living group, GMP is carefully designed to spark conversation, camaraderie, and collaboration. You will emerge from the program as a member of the global HBS alumni community—with lifetime access to an ever-growing network of trusted colleagues, faculty, and friends. Long after the program ends, you can turn to them for valuable advice on the new leadership challenges and opportunities that lie ahead.

The features

HBS EXECUTIVE COACHING

Our distinctive coaching method is highly integrated into the unique HBS learning environment to accelerate both individual and team growth. Through one-on-one and group coaching, as well as 360-degree leadership assessments and feedback, your professional HBS Executive Coach can help you realize your true leadership potential.

RENOVED CASE STUDY METHOD

Pioneered by HBS, the case method engages you in a highly stimulating, collaborative process of identifying relevant issues and applying practical business lessons to your own situation and organization. You will benefit from an added dimension that no other business school can offer—the opportunity to be taught by many of the faculty who researched and wrote the cases and have firsthand insights into the protagonists and the outcomes.
The experience

CUSTOMIZED CASE STUDY AND COMPETITIVE STRATEGY

You will develop a personal strategy statement that outlines a comprehensive solution to a fundamental challenge in your organization. Based on feedback from your peers, boss, and team, you will refine your competitive strategy and customized case study and begin to develop a personal action plan that you can immediately implement once back at your company.

POWERFUL LINEUP OF FACULTY AND INDUSTRY GUEST SPEAKERS

HBS thought leaders share groundbreaking insights, practice-based experience, and proven frameworks, while distinguished industry leaders provide real-world examples that help bring concepts to life.

THE GMP NETWORK

Once you’ve completed the program, the GMP alumni website will keep you connected with your peers worldwide via webinars, renewal programs, and GMP reunions. It also offers support tools, resources, and videos of executive guest speakers.

ARE YOU RIGHT FOR THE PROGRAM?

GMP is designed for general managers in any industry who have overall profit and loss responsibility or whose cross-functional role is significantly expanding. It is also appropriate for senior executives who need a broader and deeper perspective on company operations—from strategy and finance to marketing and leadership—or those who will soon become business-unit, divisional, or regional leaders. The highly integrated, comprehensive, and challenging curriculum focuses on the complex dynamics of running an end-to-end business; measuring, analyzing, driving, and communicating performance; and contributing to organizational success on a higher and more strategic level.

Ideal candidates include:

- General managers (deputy, assistant, or divisional)
- Directors (executive, managing, or divisional)
- Partners
- Senior vice presidents or vice presidents (divisional, regional, or corporate)
- Heads (business unit or divisional)

Participants typically have at least 15 to 20 years of work experience.
YOUR PATH TO LEADERSHIP

Through both on-campus and distance-learning modules, GMP immerses you in an accelerated journey of personal growth. The distance-learning modules allow you to expand your core knowledge and apply your learning to the challenges you face at work, while the on-campus modules present a rigorous, action-oriented, and collaborative learning environment designed to help you achieve outstanding results for your company.

Focused on diagnosis and action, GMP stresses a peer-to-peer learning model across all modules, using online tools to connect participants who have particular leadership challenges with those who have expertise or experience in those same areas. During GMP, you will have exclusive access to Harvard ManageMentor®. This self-directed learning resource includes 44 modules that address critical management issues—and empower you to build, broaden, and refresh your leadership skills.

BUILDING FOUNDATIONAL SKILLS

Before you set foot on the HBS campus, you will complete a set of online, print, and audio materials that provides a solid foundation in financial management, strategy formulation, and accounting, while introducing you to the HBS learning environment. Depending on your background and your knowledge of these topics, the skill-building effort in Module 1 should require approximately 12 to 15 hours of self-directed work per week for the weeks leading up to Module 2. The goal: to ensure that you arrive on campus ready to learn.

SHARPENING DIAGNOSTIC SKILLS

The first on-campus module builds a deeper understanding of the general manager’s cross-functional role, with particular emphasis on the typical challenges facing a business-unit leader: setting the strategy, aligning the organization, understanding the economics and key value drivers, and exploiting new opportunities in both good and bad economies. In addition to working with your personal HBS Executive Coach, you will give and receive feedback in a group setting.

In Module 2, you will:

- Acquire critical analytical skills and frameworks in three core areas—financial management, human resources management, and strategy formulation
- Deepen your knowledge of accounting, marketing, operations, and negotiations
- Analyze cross-functional problems that require comprehensive, long-term action plans
- Develop a personal strategy statement and short presentation on setting the direction for your company that will evolve into a personal action plan in Modules 3 and 4
- Explore the importance of authentic leadership and what constitutes your personal leadership core
APPLYING THE KNOWLEDGE

Back at your company, you will apply new management concepts and strategic tools to your current leadership challenges. During this module, you will complete some self-directed work at your own pace.

In Module 3, you will:

- Complete the Emotional Intelligence Survey and receive 360-degree feedback from your peers and boss
- Take part in a Cultural Intelligence Assessment to improve how you communicate and manage in diverse global environments
- Transform your personal strategy statement into a detailed personal action plan
- Evaluate your leadership abilities and identify areas for improvement
- Finalize your personal action plan and develop a detailed implementation plan
- Improve your image, confidence, and performance as a leader in a full-day workshop on executive presence, with guidance and feedback from your personal coach
- Discover how to harness your leadership strengths to achieve your company’s strategic goals
- Prepare to transition from the HBS campus to your frontline leadership position

ACTION-ORIENTED LEADERSHIP

You will return to campus with a broader understanding of your cross-functional responsibilities, ready to tackle new challenges, expand your strategic vision, and refine your personal action plan. During Module 4, you will present your customized case study to your living group and participate in a facilitated discussion led by an HBS faculty member. Serving as the capstone of GMP, this three-week module provides an in-depth examination of leadership in action.

In Module 4, you will:

- Learn how to lead in turbulent and uncertain environments, drive fundamental change throughout the organization, and achieve your company’s long-term objectives
- Gain insights into the global economy through a powerful lineup of special sessions with HBS thought leaders and industry guest speakers
- Develop a deeper level of self-awareness and better understand what it truly means to be an agent of organizational change
- Analyze the ethical, motivational, and performance challenges associated with leadership
- Build the skills to capitalize on evolving technology and globalization
- Explore new ways to analyze problems, define your personal leadership style, and contribute to the success of your organization
- Work through the results of your Emotional Intelligence Survey with your personal HBS Executive Coach
- Evaluate your leadership abilities and identify areas for improvement
- Finalize your personal action plan and develop a detailed implementation plan
- Improve your image, confidence, and performance as a leader in a full-day workshop on executive presence, with guidance and feedback from your personal coach
- Discover how to harness your leadership strengths to achieve your company’s strategic goals
- Prepare to transition from the HBS campus to your frontline leadership position

HBS ALUMNI STATUS AND LIFELONG LEARNING

Upon completing GMP, you will become a lifetime member of the HBS alumni community—an elite group of global executives who span functions, industries, and countries. You will begin the process of lifelong learning, with exclusive access to a wide array of resources, including:

- HBS alumni clubs and associations
- Baker Library/Bloomberg Center services
- The HBS Publishing Alumni Plus Program
- A 30-percent discount on our open-enrollment programs
- A lifelong HBS email forwarding address
- HBS career and professional development services
- HBS on-campus and global alumni events, including reunions
HBS Executive Education programs are taught by full-time faculty from Harvard Business School whose business expertise and field-based research create the enduring concepts that reshape global best practices and reinvent the practice of management.

At GMP, you will meet recognized thought leaders, skilled educators, groundbreaking researchers, active corporate board members, and award-winning authors. They will empower you to become the visionary leader your career, your organization, and the global economy demand.

**BUSINESS, GOVERNMENT AND THE INTERNATIONAL ECONOMY UNIT**

*Rawi E. Abdelal*

“The most valuable asset of any leader is his or her worldview. In GMP, we situate the individual leader within the firm, the firm within the industry, and the industry within and across nations. A great leader sees how these pieces cohere into the whole, and in GMP we explore all of these interconnections.”

**STRATEGY UNIT**

*Bharat N. Anand*

“GMP is an opportunity to bring your career, your thinking, your learning, and your leadership to the next level.”

**ENTREPRENEURIAL MANAGEMENT AND THE GENERAL MANAGEMENT UNITS**

*Lynda M. Applegate*

“Innovation is a way of leading. GMP not only enables you to protect your company’s assets today, but also prepares you to lead your organization, industry, and community as you create the future.”

**FINANCE AND THE ENTREPRENEURIAL MANAGEMENT UNITS**

*Mibir A. Desai*

“I try to make finance very clear and intuitive, and I work to show that everyone can learn the essentials.”

**ACCOUNTING AND MANAGEMENT UNIT**

*Paul M. Healy*

“We cover a variety of approaches that leaders use to innovate, drive performance, and manage organizational risks. I find it very rewarding to discuss the leadership challenges and opportunities these create for GMP participants.”
FACULTY CHAIR, GMP MARKETING UNIT
Sunil Gupta
“In my view, there are three types of leaders—those who make things happen, those who watch things happen, and those who wonder what happened. We want to create leaders who make things happen—in business, in their personal lives, and in society at large.”

ORGANIZATIONAL BEHAVIOR UNIT
Linda A. Hill
“What drives me is the challenge of facilitating a productive discussion. I have to think very quickly, pull together everything that is being said, and identify the key lessons and questions emerging from the discussion. I find that very invigorating, and I always leave the classroom having learned something myself.”

ACCOUNTING AND MANAGEMENT UNIT
V.G. Narayanan
“At the end of GMP, you will walk away with a deeper understanding of how to measure, analyze, drive, and communicate performance. You can apply your learnings to improve both individual and organizational performance.”

STRAATEGY UNIT
Felix Oberholzer-Gee
“Management is a key tool that enables businesses to be effective in the world. That has become so much more important in the past decade, and it is going to be increasingly essential going forward. GMP empowers executives to be effective general managers who can drive real change.”

NEGOTIATION, ORGANIZATIONS AND MARKETS UNIT
Andrew Wasynczuk
“Executives leave with new ways to think about their roles and responsibilities as business leaders going forward. The ones who continue that habit of reflection will be more effective—not only as business leaders, but also as people and as citizens of the world.”
HBS faculty members have enduring relationships with some of the world’s most renowned leaders—many of whom are invited to speak at GMP. These inspiring sessions, often considered once-in-a-lifetime highlights, deepen the learning experience and provide firsthand insights into how top executives have overcome critical business challenges. Reflecting a diversity of companies, industries, and countries, past GMP guest speakers include:

AJAY BANGA  
President and CEO, MasterCard

BINNY BANSAL  
Cofounder and Group CEO, Flipkart

FELIPE CALDERÓN  
Former President of Mexico

SCOTT COOK  
Founder and Chairman of the Executive Committee, Intuit Inc.

H. LAWRENCE CULP  
Former President and CEO, Danaher Corporation

LUISA D. DELGADO  
CEO, The Safilo Group

SIR ALEX FERGUSON  
Former Manager, Manchester United

CLAUDIO FERNÁNDEZ-ARÁOZ  
Senior Adviser, Egon Zehnder

MICHAEL GOULD  
Former Chairman and CEO, Bloomingdale’s

HUBERT JOLY  
Chairman and CEO, Best Buy

STEPHEN KAUFER  
Cofounder, President, and CEO, TripAdvisor

DAVID KENNY  
SVP, IBM Watson and IBM Cloud, IBM

LYN KIRBY  
CEO, Beauty Brands

HARISH MANWANI  
Former COO, Unilever

JAMES MCNERNEY  
Former Chairman, President, and CEO, Boeing Company

LEO F. MULLIN  
Senior Adviser at Goldman Sachs Group, Merchant Banking Division; Former Chairman and CEO, Delta Airlines

SHANTANU NARAYEN  
Chairman, President, and CEO, Adobe Systems Incorporated

STEVEN S. REINEMUND  
Former Chairman and CEO, PepsiCo

GARY M. RODKIN  
Former CEO and President, ConAgra Foods

IRENE ROSENFELD  
Chairman and CEO, Mondelēz International

SUZAN SABANCI DINÇER  
Chairman and Executive Board Member, Akbank

ROBERT VAN BRUGGE  
Chairman and CEO, Sanford C. Bernstein & Co., LLC

The list above represents past GMP guest speakers, but may not reflect those chosen for upcoming sessions. Case studies and speakers are subject to change.
“THE GENERAL MANAGEMENT PROGRAM WAS THE BEST COMMANDER TRAINING THAT I’VE HAD.”

Terry W. Virts, Jr.
COLONEL, U.S. AIR FORCE, RETIRED;
RETIRED NASA ASTRONAUT, COMMANDER OF THE INTERNATIONAL SPACE STATION, U.S.
LIVING AND LEARNING AT HBS

At HBS, our vibrant campus plays a vital role in lifelong learning. The Ruth Mulan Chu Chao Center serves as a welcoming gateway and as a dynamic hub that connects you to the broader HBS community. From suite-style living groups to world-class recreational facilities, the campus experience is designed to build relationships that often last a lifetime.

LIVING GROUPS

A living group consists of eight bedrooms—each with a private bath and personal computer/IPTV—that are organized suite style with a common living area to provide a small group learning experience inside a larger program. To help expand participants’ viewpoints, HBS carefully selects living group members who represent a broad range of industries, geographic regions, and functional backgrounds. This diversity enables you and your peers to provide invaluable support to one another during the transition to general manager. It not only enriches the learning experience, but also builds the foundation for ongoing professional relationships.

FITNESS AND WELLNESS OFFERINGS

At GMP, you are encouraged to focus on your personal wellness. Enjoy the fitness center at Shad Hall that includes an indoor walking/jogging track; basketball, racquetball, and squash courts; outdoor tennis courts; table tennis; aerobics studios; extensive fitness equipment; and fully equipped locker rooms, complete with whirlpool, steam, and sauna. Take advantage of fitness classes, including yoga, Pilates, spin, cycling, and strength training; work with personal trainers and nutritionists to develop a personal fitness plan; and attend a Personal Wellness Series on how to manage stress and practice mindfulness.
The HBS campus puts you in the heart of Boston-Cambridge, one of the world’s most historic and culturally enriching regions.

From Harvard Square, Faneuil Hall, and Beacon Hill to the Public Gardens, Newbury Street, and Fenway Park, you’ll discover a rich array of dining and shopping venues, walking tours and harbor cruises, sports and recreational activities, and world-class museums and theaters.

CUTTING-EDGE CLASSROOMS

Our signature classrooms are designed to engage participants in a dynamic interchange with HBS faculty and senior executives who represent diverse companies from around the world. Interactive lectures, business simulations, and small group discussions spark conversation and collaboration with peers from various functions, industries, cultures, and countries.

“I was surprised by the extent to which the entire teaching team—the faculty, coaches, and guest speakers—were wholeheartedly committed to helping us grow and succeed. The faculty walked into class each day with a genuine desire to change our lives for the better.”

Flávio Valle
EXECUTIVE VICE PRESIDENT, PRUMO GLOBAL LOGISTICS, BRAZIL
APPLICATION PROCESS

The Admissions Committee reviews and accepts applications at any time. As soon as the GMP dates are posted on our website, participants may apply. Once the review process has begun, the Admissions Committee meets monthly and admits qualified candidates on a rolling, space-available basis. Since GMP sessions tend to fill to capacity, early application is recommended.

Because Executive Education programs enhance the leadership capacity of the participants as well as their organizations, HBS expects the full commitment of both. Visit www.exed.hbs.edu/brochure/gmp for complete admissions requirements and to apply online. You also can print the application and mail it, or fax it to +1-617-496-1731. Please submit your application at least four weeks before the program start date.

ADMISSIONS REQUIREMENTS

Selective enrollment of highly qualified and diverse candidates enhances the GMP learning experience and value for supporting organizations. The Admissions Committee takes into account a candidate’s organizational level; management experience, particularly in senior management; and future responsibilities and assembles qualified individuals who are senior-level decision-makers representing a wide range of backgrounds. Although there are no formal educational requirements for GMP, proficiency in written and spoken English is essential for completing course assignments and engaging in fast-moving discussions. If English is the applicant’s second language or if he or she has less than one year’s experience working in an English-speaking environment, a brief statement documenting proficiency in English is required. A telephone or personal interview also may be required as part of the admissions process.
LETTER OF REFERENCE

Harvard Business School Executive Education requires that a letter of reference be completed by a senior executive within the applicant’s organization, a board member of the applicant’s company, or a Harvard Business School graduate familiar with the applicant’s role and responsibilities who can provide a detailed firsthand account. This letter of reference provides the Admissions Committee with a better understanding of your background and your potential as a leader.

DATES & PROGRAM FEES

JAN–APR 2018 SESSION

Program Fee: $70,000
Module 1: 15 JAN–10 FEB 2018 *(distance learning)*
Module 2: 11 FEB–09 MAR 2018 *(on campus)*
Module 3: 10 MAR–07 APR 2018 *(distance learning)*
Module 4: 08–27 APR 2018 *(on campus)*

AUG–NOV 2018 SESSION

Program Fee: $70,000
Module 1: 01 AUG–03 SEP 2018 *(distance learning)*
Module 2: 04–28 SEP 2018 *(on campus)*
Module 3: 29 SEP–27 OCT 2018 *(distance learning)*
Module 4: 28 OCT–16 NOV 2018 *(on campus)*

*Distance learning at your home or office.

FOR MORE INFORMATION

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Fax: +1-617-495-6999

“The lessons I learned have helped me stay original, stay true to myself, maintain my integrity, and fight battles with the confidence that I am doing the right thing.”

Priscilla Ndu
EXECUTIVE DIRECTOR, RESOLUTION AND RESTRUCTURING COMPANY, LTD., NIGERIA
UPCOMING SESSIONS:

15 JAN–27 APR 2018 / 01 AUG–16 NOV 2018

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