Navigating today’s complex business world requires confidence, vision, and strategies that drive tangible business results. To meet the universal demand for extraordinary leaders, we offer a global curriculum based on the real-world challenges facing executives.

At HBS, we’ll challenge your assumptions, disrupt your usual ways of doing business, and introduce you to unexpected ways of thinking. Here, you will do more than prepare for the next step in your career. You will return to your organization ready to lead change, overcome competitive challenges, address strategy gaps, and make the most of every opportunity for growth.
Business Case Method  Pioneered by Harvard Business School, the case method is one of the most effective tools for honing leadership skills. No other school puts you face to face with the faculty who wrote the cases and observed the outcomes.

Active Learning, Practical Insights

Global Curriculum  Today’s economy transcends global boundaries and cultural realities. Our programs bring current global business practices from around the world to bear on your goals, your career, and your organization. Your learning is enhanced by the work of our nine global research centers, which serve as incubators for field-based research and hubs for collaboration among business, government, and higher education.

International Perspectives for an Interconnected World

HBS Faculty  Every course is taught by renowned, full-time Harvard Business School faculty members. No exceptions. They draw upon practical business expertise and proprietary research to engage you in provocative challenges that will expand your leadership skills.

World-Class, Full-Time

Participant Mix  This is a dynamic learning environment where you and a diverse group of business peers from a range of functions, industries, and countries share ideas and develop an enlightened perspective on the economy, business trends, and best practices.

Learning Among Accomplished Peers from Around the World
## PROGRAM LISTING BY TOPIC

### COMPREHENSIVE LEADERSHIP
- Owner/President Management (OPM)  
- Advanced Management Program (AMP)  
- General Management Program (GMP)  
- Program for Leadership Development (PLD)  

### BUSINESS OPERATIONS
- Achieving Breakthrough Service  
- Leading Professional Service Firms  

### ENTREPRENEURSHIP
- Families in Business  
- Launching New Ventures  
- Leading and Transforming Family Businesses—China  

### FINANCE
- Finance for Senior Executives  
- Foundations of Private Equity and Venture Capital New!  
- Private Equity and Venture Capital  
- Strategic Financial Analysis for Business Evaluation  

### GOVERNANCE
- Audit Committees in a New Era of Governance  
- Compensation Committees  
- Making Corporate Boards More Effective  
- Women on Boards: Succeeding as a Corporate Director  

### HEALTH CARE
- Accelerating Innovation in Precision Medicine New!  
- Managing Health Care Delivery  
- Strategy for Health Care Delivery  
- Value Measurement for Health Care  

### INNOVATION
- Leading Product Innovation  

### LEADERSHIP
- Agribusiness Seminar  
- Authentic Leader Development  

### CHINA
- Global CEO Program for China  
- High Potentials Leadership Program  
- The HR-Executive Suite Connection New!  
- Leadership for Senior Executives  
- Leading and Building a Culture of Innovation New!  
- Leading Global Businesses  

### INDIA
- Senior Executive Leadership Program—India  

### DUBAI
- Senior Executive Leadership Program—Middle East New!  

### AFRICA
- Senior Executive Program—Africa  
- The Women’s Leadership Forum  

### MANAGEMENT
- The Business of Entertainment, Media, and Sports  
- Competing on Business Analytics and Big Data  
- Driving Corporate Performance: Aligning Scorecards and Structure for Strategy Execution  
- Real Estate Management Program: Finance, Design, and Leadership  

### MARKETING & SALES
- Aligning Strategy and Sales  
- Driving Digital Strategy  
- Strategic Marketing Management  

### CHINA
- DUBAI
- AFRICA
For more than 70 years, Harvard Business School Executive Education has been fulfilling its mission of educating leaders who shape the practice of business and innovation. Through an unprecedented network of global research centers in nine key regions, the HBS faculty develops groundbreaking research and forges powerful alliances with leaders of industry, government, and academia.

Each year, more than 10,000 senior executives representing 5,000 companies, 130 countries, and 75 industries attend a diverse portfolio of open-enrollment and custom programs. Situated on 40 acres along the Charles River in Boston, Massachusetts, Harvard Business School Executive Education, as part of Harvard University, continues to expand its global reach and impact.
COMPREHENSIVE LEADERSHIP PROGRAMS

Composed of four distinct offerings, the Comprehensive Leadership Programs are carefully tailored for executives at key transitional points in their careers.

OWNER/PRESIDENT MANAGEMENT (OPM)

Summary: Prepare to take your company to the next level by mastering a range of critical skills necessary to realize your potential through this owner management program.

Participant Profile: CEOs, COOs, presidents, managing directors, and executive directors of companies with annual sales in excess of $10 million. Participants should hold a significant equity stake in their firms.

Key Benefits: Position your company for future success by honing your long-term strategy, gaining a global perspective, and assessing your competition.

Upon completion, participants will become alumni of Harvard Business School.

ADVANCED MANAGEMENT PROGRAM (AMP)

Summary: Enhance your portfolio of leadership approaches. This transformational advanced leadership course will take your career and company to the next level.

Participant Profile: Senior executives who are proven business leaders. Typical participants hold leadership positions one or two levels from the CEO.

Key Benefits: Prepare to lead in a complex environment by acquiring the analytical and strategic skills to drive innovation, performance, and effective decision-making.

Upon completion, participants will become alumni of Harvard Business School.
GENERAL MANAGEMENT PROGRAM (GMP)
WWW.EXED.HBS.EDU/CATALOG/GMP

Summary: GMP is a business management program designed to help you transition from an accomplished functional leader to an outstanding general manager.

Participant Profile: Executives with recently expanded general management or cross-functional responsibilities who want to sharpen their strategic, financial, and leadership skills.

Key Benefits: Master the skills to build strong teams, increase profitability and long-term value, and contribute to your company’s growth at a more strategic level.

Upon completion, participants will become alumni of Harvard Business School.

AUG 2018 SESSION
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)
$ 70,000

JAN 2019 SESSION
Module 1: 14 JAN–09 FEB 2019 (distance learning*)
Module 2: 10 FEB–08 MAR 2019 (on campus)
Module 3: 09 MAR–06 APR 2019 (distance learning*)
Module 4: 07–26 APR 2019 (on campus)
$ 72,000

HBS Campus, Boston, MA

PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)
WWW.EXED.HBS.EDU/CATALOG/PLD

Summary: PLD is a comprehensive, accelerated leadership development program that puts you on the fast track to greater leadership responsibilities.

Participant Profile: Managers and functional specialists with approximately 10 to 15 years of work experience.

Key Benefits: Expand your leadership capacity with improved decision-making skills, a deeper understanding of core business functions, and the ability to lead cross-functional initiatives.

Participants earn HBS alumni status after completing the first four modules and either PLD Module 5 or an additional 10 days of HBS Executive Education open-enrollment or custom programs.

JUL 2018 SESSION
Module 1: 09 JUL–29 SEP 2018 (distance learning*)
Module 2: 30 SEP–12 OCT 2018 (on campus)
Module 3: 13 OCT 2018–19 JAN 2019 (distance learning*)
Module 4: 20 JAN–01 FEB 2019 (on campus)
$ 50,000

NOV 2018 SESSION
Module 1: 28 NOV 2018–23 FEB 2019 (distance learning*)
Module 2: 24 FEB–08 MAR 2019 (on campus)
Module 3: 09 MAR–16 JUN 2019 (distance learning*)
Module 4: 17–29 JUN 2019 (on campus)
$ 50,000

HBS Campus, Boston, MA

MODULE 5 (Optional) / Program Fee: $26,000
15–27 JUL 2018 (on campus)

*Distance learning at your home or office.
BUSINESS OPERATIONS
Streamline business operations to improve customer service and product delivery.

ACHIEVING BREAKTHROUGH SERVICE
WWW.EXED.HBS.EDU/CATALOG/ABS

Summary: Explore how to design and deliver service models that build strategic advantage while enabling employees, owners, and customers to thrive.

Participant Profile: Senior managers in large established service firms or manufacturing firms with service-based strategies.

Key Benefits: Develop service excellence to drive satisfaction, commitment, and loyalty among both clients and employees, and lead your organization to improved profitability.

04–07 APR 2018
$ 10,000
HBS Campus, Boston, MA

LEADING PROFESSIONAL SERVICE FIRMS
WWW.EXED.HBS.EDU/CATALOG/LPSF

Summary: Examine the unique challenges of professional service firms, capitalize on emerging opportunities, and develop strategies that deliver value.

Participant Profile: Practice leaders of firms and organizations in areas such as consulting, legal, accounting, architecture and engineering, marketing and advertising, hospitals, and universities. Senior executives responsible for defining corporate or service-line strategy at established firms.

Key Benefits: Create effective go-to-market strategies, cultivate and retain top talent, strengthen client relationships, and enhance long-term performance.

SESSION 1
10–15 JUN 2018
$ 15,500
HBS Campus, Boston, MA

SESSION 2
27 JAN–01 FEB 2019
$ 15,500
HBS Campus, Boston, MA
ENTREPRENEURSHIP
Understand R&D, finance, marketing, and organizational structure to transform ideas into profitable businesses.

FAMILIES IN BUSINESS
WWW.EXED.HBS.EDU/CATALOG/FIB

Summary: Learn how to leverage the strengths of family business management to drive long-term success—and healthy family relationships.

Participant Profile: Designed for groups of four or more family members representing both genders and multiple generations.

Key Benefits: Strengthen your family business by developing strategies for critical issues like succession, ownership control, and shareholder relationships.

28 OCT–02 NOV 2018
$46,500 for teams up to four/
$11,500 each additional person
HBS Campus, Boston, MA

LAUNCHING NEW VENTURES
WWW.EXED.HBS.EDU/CATALOG/LNV

Summary: Build a successful business by turning disruptive innovation into a competitive advantage.

Participant Profile: Entrepreneurs and business owners of small-to-midsize companies who are building a new venture.

Key Benefits: Develop the essential leadership capabilities for managing rapid growth and radical change, assess the risks of launching a startup, and make sound investment decisions.

11–17 MAR 2018
$18,000
HBS Campus, Boston, MA
Summary: Strengthen your Chinese family business to sustain growth and long-term success in a changing global economy.

Participant Profile: Individual senior executives or leadership teams from Chinese family businesses operating in Mainland China, Greater China, or overseas.

Key Benefits: Prepare your Chinese family business for generations of success in a changing global economy. Design an effective growth strategy and a more innovative, sustainable organization.
FINANCE

Acquire the knowledge to make sound decisions, and develop financing and investment strategies that maximize performance.

FINANCE FOR SENIOR EXECUTIVES
WWW.EXED.HBS.EDU/CATALOG/FSE

Summary: Gain a deeper understanding of corporate finance—designed for senior executives who are not financial specialists.

Participant Profile: Senior managers in large established companies who are not financial specialists, but must make decisions based on important financial information.

Key Benefits: Master the standard techniques of financial analysis, work with capital markets and financial institutions, and set performance goals and incentives.

SESSION 1
15–20 JUL 2018
$12,750

SESSION 2
03–08 FEB 2019
$13,000

HBS Campus, Boston, MA

FOUNDATIONS OF PRIVATE EQUITY AND VENTURE CAPITAL New!
WWW.EXED.HBS.EDU/CATALOG/PEVCF

Summary: Discover best practices for raising and managing capital in this foundational program for investors.

Participant Profile: This program is designed for those new to investing (e.g., angel investors, entrepreneurs) as well as general partners from PE/VC firms who are responsible for small funds.

Key Benefits: Deepen your understanding of early-stage investments, gain tools and frameworks for raising a first-time fund, and learn how to effectively navigate the PE/VC industry.

18–21 MAR 2018
$10,000

HBS Campus, Boston, MA
PRIVATE EQUITY AND VENTURE CAPITAL

Summary: Master the innovative approaches required to meet today's unprecedented investment challenges and increase returns on invested capital.

Participant Profile: Individuals with considerable investment industry experience, such as executives of private equity or venture capital firms.

Key Benefits: Pursue significant growth by evaluating the impact of market cycles, assessing opportunities in distressed or emerging markets, and refining your dealmaking approach.

21–24 MAR 2018
$ 10,000
HBS Campus, Boston, MA

STRATEGIC FINANCIAL ANALYSIS FOR BUSINESS EVALUATION

Summary: Develop the strategic decision-making skills needed to analyze company financial data effectively and accurately.

Participant Profile: Senior managers and business professionals in large established companies who rely on financial statements to evaluate businesses.

Key Benefits: Acquire the analytical skills to position your company for growth and profitability, evaluate your company’s performance, and gain an accurate valuation of your market position.

18–21 APR 2018
$ 9,500
HBS Campus, Boston, MA
GOVERNANCE
Lead with greater transparency, accountability, and efficiency to build more productive and more effective boards.

Audit Committees in a New Era of Governance
WWW.EXED.HBS.EDU/CATALOG/AC

Summary: Lead more effectively, provide strategic oversight, and promote sound governance in today’s complex, ever-changing regulatory environment.

Participant Profile: Audit committee members from boards of large established companies and CFOs who work with audit committees. Teams are encouraged.

Key Benefits: Assess the changing regulatory environment, develop measures for improving transparency, and formulate new ways to manage challenges.

Compensation Committees
WWW.EXED.HBS.EDU/CATALOG/CC

Summary: Design more effective compensation policies that tie business strategies to performance and motivate top executives and valued employees.

Participant Profile: Directors on boards of large public companies who serve as chairs or members of compensation committees and senior regulatory officials charged with implementing legislation.

Key Benefits: Explore alternative compensation plans, apply relevant metrics to CEO evaluation, and effectively manage executive compensation in a heightened regulatory environment.
**MAKING CORPORATE BOARDS MORE EFFECTIVE**

**Summary:** Position your company for success by promoting sound governance in issues ranging from corporate strategy to executive compensation.

**Participant Profile:** Board members in both large public companies and established companies planning to go public.

**Key Benefits:** Lead your organization through adversity and opportunity, impact the board’s unique mission and operating structure, and ensure greater corporate oversight.

**SESSION 1**
- **25–28 JUL 2018**
- $ 10,000
- **SESSION 2**
- **14–17 NOV 2018**
- $ 10,000

**WOMEN ON BOARDS: SUCCEEDING AS A CORPORATE DIRECTOR**

**Summary:** Prepare to be a prime candidate and an effective corporate board member—designed for women in leadership roles who seek their first board appointment.

**Participant Profile:** Current and retired senior female executives in large established corporations.

**Key Benefits:** Gain insight into the dynamics of boards and how to raise your profile with current board members and search firms.

**26–30 NOV 2018**
- $ 12,250

**HBS Campus, Boston, MA**
ACCELERATING INNOVATION IN PRECISION MEDICINE  New!
WWW.EXED.HBS.EDU/CATALOG/AIPM

Summary: Explore the business models that can drive precision medicine forward and bring more targeted therapies to market.

Participant Profile: This program is open to senior leaders in business, science, medicine, or technology who want to play an active role in advancing precision medicine. Teams are encouraged.

Key Benefits: Learn about the bottlenecks affecting precision medicine, develop an integrated action plan for your organization, and join forces with diverse organizations working toward cancer cures.

MANAGING HEALTH CARE DELIVERY
WWW.EXED.HBS.EDU/CATALOG/MHCD

Summary: Dramatically improve patient care by gaining effective strategies, global perspectives, and new models for health care delivery.

Participant Profile: Individuals at large established health care delivery organizations with 10+ years of experience in clinical or nonclinical roles.

Key Benefits: Improve medical and economic outcomes by better coordinating services, enhancing the value of patient care, and building the leadership skills to deliver results.
STRATEGY FOR HEALTH CARE DELIVERY

WWW.EXED.HBS.EDU/CATALOG/HCS

**Summary:** Explore strategies, models, and measurement approaches for improving value in health care delivery and restructuring care organizations.

**Participant Profile:** Top influencers, decision-makers, and strategic leaders in the health care industry who want to lead the implementation of the value framework in their organizations.

**Key Benefits:** Gain a deeper understanding of the strategic and organizational challenges facing health care, and examine new approaches for delivering high-value, integrated care.

Jan 2019
$ TBD
HBS Campus, Boston, MA

VALUE MEASUREMENT FOR HEALTH CARE

WWW.EXED.HBS.EDU/CATALOG/VMHC

**Summary:** Examine effective ways to reduce expenses and improve outcomes through better measurement of health care delivery costs.

**Participant Profile:** Leaders in the health care industry as well as managers and executives who, irrespective of industry, are involved in value measurement or health care delivery.

**Key Benefits:** Improve value for patients by reorganizing care, modifying processes, reducing costs without sacrificing outcomes, and implementing new reimbursement approaches.

06–08 Aug 2018
$ 6,500
HBS Campus, Boston, MA
INNOVATION
Examine the structures and strategies that drive innovation, growth, and new levels of efficiency and effectiveness.

LEADING PRODUCT INNOVATION
WWW.EXED.HBS.EDU/CATALOG/LPI

Summary: Manage today’s diverse risks, create product plans that align with your firm’s strategy, and recognize new opportunities for product innovation.

Participant Profile: Senior managers who are responsible for new product and service development in large established companies.

Key Benefits: Manage day-to-day product development while sustaining competitive advantage over the long term, align product development with corporate strategy, and assess disruptive technologies.

This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.

21–25 JAN 2019
$ 10,750
HBS Campus, Boston, MA

“Ultimately, what we teach here impacts people and companies, which speaks to the School’s philosophy of educating leaders who make a difference in the world. That’s very motivating.”

Raffaella Sadun
HBS FACULTY
LEADERSHIP

Spearhead organizational change, drive performance, cultivate innovation, and develop your own personal leadership style.

AGRIBUSINESS SEMINAR
WWW.EXED.HBS.EDU/CATALOG/AGB

Summary: Explore global food, fiber, and fuel system dynamics to gain new insights into today’s marketplace.

Participant Profile: Senior industry executives from diverse agribusiness sectors. Typical participants are chairpersons, CEOs, executive directors, and owners.

Key Benefits: Reduce risk by anticipating industry changes that could affect how you do business, maximize potential as you expand into new regions, and strengthen your global agribusiness network.

13–16 JAN 2019
$ 10,000
HBS Campus, Boston, MA

AUTHENTIC LEADER DEVELOPMENT
WWW.EXED.HBS.EDU/CATALOG/ALD

Summary: Uncover the unique characteristics that comprise your authentic leadership and become the type of leader you most admire.

Participant Profile: Senior executives at large established companies who are looking to become more effective leaders and take on greater leadership challenges.

Key Benefits: Explore the deeply personal core of your own leadership; lead with power, influence, and persuasion; and empower others to lead.

This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.

SESSION 1
29 JUL–03 AUG 2018
$ 15,500
SESSION 2
09–14 DEC 2018
$ 15,500
HBS Campus, Boston, MA
“FOR ME, THE GREATEST BENEFIT WAS THE OPPORTUNITY TO STEP OUT OF MY DAILY RESPONSIBILITIES AND INTO AN ENVIRONMENT OF INTENSIVE LEARNING AND REFLECTION. THIS EXPERIENCE WAS BOTH PLAYFUL AND INTENSE. IT WAS CHALLENGING, DEEPLY REFRESHING, AND VERY ENERGIZING.”

Sarah Taylor
PRINCIPAL CONSULTANT, STRATEGY AND TECHNOLOGY
CBS, AUSTRALIA
GLOBAL CEO PROGRAM FOR CHINA
WWW.EXED.HBS.EDU/CATALOG/GCPC

Summary: Gain the leadership skills and strategic vision to build world-class enterprises in China and beyond.

Participant Profile: Seasoned, ethically responsible business leaders who represent state-owned enterprises, privately owned enterprises, and Chinese companies.

Key Benefits: Implement strategies that create a competitive advantage and facilitate executional excellence—equipping you to develop a world-class enterprise.

MAR–JUL 2018 SESSION
Module 1: 11–16 MAR 2018
Module 2: 21–26 MAY 2018
Module 3: 22–27 JUL 2018
¥ RMB 600,000
Module 1: CEIBS, Shanghai, China
Module 2: IESE, Barcelona, Spain
Module 3: HBS, Boston, MA, U.S.

HIGH POTENTIALS LEADERSHIP PROGRAM
WWW.EXED.HBS.EDU/CATALOG/HPLP

Summary: Expand your strategic skills, learn how to lead under pressure, and tackle complex challenges.

Participant Profile: Top performers with 10–15 years of experience in roles of increasing responsibility. Individuals are welcome; teams of three to five are encouraged.

Key Benefits: Ready yourself for greater responsibility by developing your own leadership style, building teams, and working with senior management to bring about organizational change.

This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.
THE HR–EXECUTIVE SUITE CONNECTION New!
WWW.EXED.HBS.EDU/CATALOG/HRCX

**Summary:** For top HR executives—grow as a business strategist and prepare to contribute more value as part of your company’s senior leadership team.

**Participant Profile:** Chief human resources officers and other senior HR executives in midsize to large companies who are members of the senior leadership team.

**Key Benefits:** Anticipate and analyze strategic and operational challenges and collaborate effectively with colleagues, CEO, and the board to develop solutions.

- 10–13 JUN 2018
- $ 10,000
- HBS Campus, Boston, MA

LEADERSHIP FOR SENIOR EXECUTIVES
WWW.EXED.HBS.EDU/CATALOG/LSE

**Summary:** Learn to navigate adversity, foster a culture of leadership, and drive sustained growth.

**Participant Profile:** Individuals with significant senior management responsibilities at large established companies.

**Key Benefits:** Improve the way your senior management team functions, leverage your skills across the enterprise, and maximize your organization’s biggest asset: its people.

- 02–06 APR 2018
- $ 12,250
- HBS Campus, Boston, MA

LEADING AND BUILDING A CULTURE OF INNOVATION New!
WWW.EXED.HBS.EDU/CATALOG/LI

**Summary:** Unleash the collective genius of your organization and foster a culture of continuous innovation.

**Participant Profile:** Senior leaders, change managers, division or unit heads, and leaders of startups.

**Key Benefits:** Understand today’s innovation imperative and become a leader who sets the stage for transformative innovation.

- 02–07 DEC 2018
- $ 15,500
- HBS Campus, Boston, MA
LEADING GLOBAL BUSINESSES

Summary: Become a better global leader by integrating local and global perspectives into a winning strategy.

Participant Profile: Senior executives leading established global organizations or global product groups as well as regional executives preparing for greater global responsibilities.

Key Benefits: Build a global company by adapting rapidly, organizing for global effectiveness, and aligning your organization behind a shared vision.

03–08 FEB 2019
$ 15,500
HBS Campus, Boston, MA

DIVERSE LIVING GROUPS

To help expand participants’ viewpoints and perspectives, HBS selects living group members who represent a broad diversity of industries, geographic regions, and functional backgrounds.
SENIOR EXECUTIVE LEADERSHIP PROGRAM—INDIA
WWW.EXED.HBS.EDU/CATALOG/SELPI

**Summary:** Take your business leadership ability to the next level and help your organization seize growth opportunities in India and beyond.

**Participant Profile:** Designed for experienced senior executives from any function, industry, or country. They typically have at least 15–20 years of work experience and represent growth-oriented organizations.

**Key Benefits:** Build your leadership skills, learn how to build strong strategies in a global context, and discover new ways to take advantage of growth opportunities.

*Upon completion, participants will become alumni of Harvard Business School.*

AUG 2018–JUN 2019 SESSION
- Module 1: 26–31 AUG 2018
- Module 2: 03–14 DEC 2018
- Module 3: 03–15 FEB 2019
- Module 4: 27 MAY–07 JUN 2019

₹ 38,00,000 plus Goods and Service Tax (GST)

Module 1: HBS, Boston, MA, U.S.
Module 2: Taj Lands End, Mumbai, India
Module 3: Taj Lands End, Mumbai, India
Module 4: HBS, Boston, MA, U.S.

SENIOR EXECUTIVE LEADERSHIP PROGRAM—MIDDLE EAST New!
WWW.EXED.HBS.EDU/CATALOG/SELPME

**Summary:** Accelerate your leadership growth and help your organization succeed in the Middle East’s complex and challenging business climate.

**Participant Profile:** Designed for experienced senior executives from any function, industry, or country. They typically have at least 15–20 years of work experience and represent growth-oriented organizations.

**Key Benefits:** Promote continuous innovation, seize emerging opportunities, design competitive strategies, and build accountable, high-performance organizations.

*Upon completion, participants will become alumni of Harvard Business School.*

DEC 2018–MAY 2019 SESSION
- Module 1: 09–14 DEC 2018
- Module 2: 13–25 JAN 2019
- Module 3: 24 FEB–08 MAR 2019
- Module 4: 22 APR–03 MAY 2019

$ 75,000

Module 1: HBS, Boston, MA, U.S.
Module 2: Dubai, UAE
Module 3: Dubai, UAE
Module 4: HBS, Boston, MA, U.S.

SENIOR EXECUTIVE PROGRAM—AFRICA
WWW.EXED.HBS.EDU/CATALOG/SEPA

**Summary:** Become a stronger leader and strategist to help your business seize growth opportunities locally, across Africa, and beyond.

**Participant Profile:** Experienced senior executives throughout Africa with responsibility for strategic decision-making in growth-oriented organizations.

**Key Benefits:** Develop new skills to design growth strategies, foster innovation, build and lead strong teams and organizations, and compete in changing markets.

AUG–NOV 2018 SESSION
- Module 1: 12–17 AUG 2018
- Module 2: 18 AUG–24 NOV 2018
- Module 3: 25–30 NOV 2018

$ 25,000

Module 1: Accra, Ghana
Module 2: Independent Business Challenge Project
Module 3: HBS, Boston, MA, U.S.
THE WOMEN’S LEADERSHIP FORUM
WWW.EXED.HBS.EDU/CATALOG/WLF

Summary: Join an elite group of successful women executives to focus on the vital link between innovation and leadership.

Participant Profile: Women who hold senior leadership positions in public and private companies and nonprofit organizations.

Key Benefits: Lead your organization through periods of rapid change, capture new opportunities for innovation, and contribute more broadly to your firm’s ongoing success.

30 APR–04 MAY 2018
$ 12,250
HBS Campus, Boston, MA

STATE-OF-THE-ART CLASSROOMS

Featuring the School’s signature amphitheater design, HBS classrooms facilitate and enhance case method teaching.
THE BUSINESS OF ENTERTAINMENT, MEDIA, AND SPORTS

Summary: Develop a successful entertainment offering by exploring effective talent management and entertainment business strategies.

Participant Profile: Experienced executives from a variety of entertainment sectors, as well as those in the talent industry, including professional athletes, musicians, and actors. Senior managers, entertainment business investors, and talent representatives will also benefit.

Key Benefits: Create a competitive advantage by effectively developing talent, adapting to the evolving industry landscape, and overcoming strategic marketing challenges.

COMPETING ON BUSINESS ANALYTICS AND BIG DATA

Summary: Harness and analyze big data to make more informed business decisions in complex markets and reshape your company through information platforms.

Participant Profile: This program is designed for C-level and senior executives across a range of companies and diverse industries who want to improve their decision-making skills and expand their organization’s analytics capabilities.

Key Benefits: Gain a competitive advantage by using analytics and explore leading-edge information management tools for capturing, organizing, and acting on data.
DRIVING CORPORATE PERFORMANCE: ALIGNING SCORECARDS AND STRUCTURE FOR STRATEGY EXECUTION
WWW.EXED.HBS.EDU/CATALOG/DCP

Summary: Master the control systems that successful organizations use to manage cost and performance, particularly in a rebalancing global economy.

Participant Profile: Senior general managers, planning and financial executives, and chief operating officers at large established companies who are responsible for designing and implementing systems to monitor and improve enterprise performance.

Key Benefits: Translate your business strategy into performance targets, better manage operational risks, and drive breakthrough innovation and long-term growth.

08–13 JUL 2018
$ 12,750
HBS Campus, Boston, MA

REAL ESTATE MANAGEMENT PROGRAM: FINANCE, DESIGN, AND LEADERSHIP
WWW.EXED.HBS.EDU/CATALOG/REM

Summary: Position your real estate firm to seize new growth opportunities and maximize asset values in today’s market.

Participant Profile: Executives with substantial long-term experience in real estate and real estate industry service providers.

Key Benefits: Lead your real estate organization through industry and market change; examine land valuation and market demand; and manage projects across vendors, suppliers, and capital sources.

30 SEP–05 OCT 2018
$ 12,750
HBS Campus, Boston, MA
“BECAUSE OUR FACULTY WORKED WITH THE CASE PROTAGONISTS FEATURED IN THESE REAL-LIFE SCENARIOS, PERFORMED THE INDUSTRY RESEARCH, AND WROTE THE CASES BASED ON INPUT FROM THE COMPANY’S TOP EXECUTIVES, WE GO FAR BEYOND THEORY AND BRING THE LEARNING TO LIFE.”

Suraj Srinivasan
HBS FACULTY
MARKETING & SALES

Create a distinctive brand that resonates with customers, extends across digital marketing channels, and connects with target audiences.

ALIGNING STRATEGY AND SALES

SUMMARY: Drive greater levels of revenue by learning how to closely align your strategic priorities, go-to-market initiatives, and on-the-ground sales forces.

PARTICIPANT PROFILE: Executives in business-to-business companies—or business units of large enterprises—that depend on a direct sales force for revenue.

KEY BENEFITS: Identify obstacles to growth; develop company-wide alignment; and implement the infrastructure, processes, and cultural values critical to long-term revenue growth.

This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.

DRIVING DIGITAL STRATEGY

SUMMARY: Acquire a framework for developing a digital strategy that drives results.

PARTICIPANT PROFILE: Business leaders charged with developing overall corporate strategy and developing digital strategy at large established companies.

KEY BENEFITS: Examine best practices in the field, identify critical issues in digital strategy, and overcome challenges to drive results.
“I already had an MBA degree, but I knew that the professors and the caliber of participants at HBS would deliver a different kind of experience than I’d previously had.”

Joseph Lo
PRESIDENT
MOVATI ATHLETIC, CANADA
BEHAVIORAL ECONOMICS: UNDERSTANDING AND SHAPING CUSTOMER AND EMPLOYEE BEHAVIOR

**Summary:** Analyze and apply insights from behavioral economics to improve decision-making across your organization.

**Participant Profile:** Executives across diverse functions and industries, including those charged with overseeing product management, marketing, advertising, business development, and sales.

**Key Benefits:** Identify problems to which you can apply behavioral economics; discover strategies for optimizing customer experiences, employee performance, and decision-making.

This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.

CHANGING THE GAME: NEGOTIATION AND COMPETITIVE DECISION-MAKING

**Summary:** In a highly competitive business arena, discover how to attain the best outcomes in high-stakes negotiations.

**Participant Profile:** Senior executives from large established companies who are responsible for complex business negotiations.

**Key Benefits:** Prepare for and navigate complex negotiations, examine the psychology of decision-making, and even predict the outcomes of strategic interactions.

This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.
MERGERS AND ACQUISITIONS:  
Strategy, Execution, and Post-Merger Management
WWW.EXED.HBS.EDU/CATALOG/MA

**Summary:** Focused on creating value and driving growth, this program takes you inside the M&A process—from strategy and valuation to execution and post-merger management.

**Participant Profile:** This program is ideal for C-suite executives, company directors, board directors and leaders, strategy and corporate development heads, investment bankers, transactional lawyers, and private equity investors.

**Key Benefits:** Whether your company is private or public or looking to buy or sell, this program will equip you with the negotiation skills and strategic tools to broker powerful deals, create shareholder value, and drive long-term growth.

**STRATEGIC NEGOTIATIONS**
WWW.EXED.HBS.EDU/CATALOG/SN

**Summary:** Analyze every step of the dealmaking process to master the negotiation techniques that yield maximum value.

**Participant Profile:** Senior executives of large established companies who face complex and challenging negotiations.

**Key Benefits:** Achieve greater effectiveness at the negotiating table, craft deals that create maximum value for all parties, and manage complex negotiations.

*This program is eligible for the HBS Certificate of Management Excellence.  
See page 41 for more details.*
ELLIE GROUP OF SENIOR-LEVEL PARTICIPANTS

You are unlikely to engage and collaborate with such a diverse group of global executives anywhere else. Over the course of the program, your fellow participants become trusted colleagues and, in many cases, lifelong friends.

ORGANIZATIONS

Help your organization seamlessly adapt to cultural change, economic conditions, growing competition, and rapid market shifts.

LEADING CHANGE AND ORGANIZATIONAL RENEWAL

WWW.EXED.HBS.EDU/CATALOG/LCOR

**Summary:** Learn how to lead a nimble organization—one that blends best practices, innovation, and evolutionary change.

**Participant Profile:** Executives in diverse roles at companies of all sizes and stages—from current market leaders to fast-growing midsize competitors. To foster teamwork and maximize learning, HBS gives admission preference to senior management teams composed of four to eight individuals.

**Key Benefits:** Balance innovation with performance, embrace strategic experimentation without jeopardizing financial stability, and successfully transform your company.

*This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.*

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<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Cost</th>
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<tbody>
<tr>
<td>18–23 MAR 2018</td>
<td>HBS Campus, Boston, MA</td>
<td>$15,500</td>
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</table>
SOCIAL ENTERPRISE
Tackle the complex challenges facing nonprofits, align social responsibility with business goals, and improve performance and outcomes.

GOVERNING FOR NONPROFIT EXCELLENCE (GNE)
WWW.EXED.HBS.EDU/CATALOG/GNE

**Summary:** Prepare for strategic planning and organizational transformation by examining issues of critical concern to nonprofit board leaders.

**Participant Profile:** Nonprofit board members who have significant leadership responsibilities but are not employed full time by their nonprofit organizations.

**Key Benefits:** Gain an in-depth look at four core nonprofit governance competencies: board leadership, strategic stewardship, performance measurement, and financial oversight.

- 04–07 SEP 2018
- $ 4,750
- HBS Campus, Boston, MA

PERFORMANCE MEASUREMENT FOR EFFECTIVE MANAGEMENT OF NONPROFIT ORGANIZATIONS (PMNO)
WWW.EXED.HBS.EDU/CATALOG/PMNO

**Summary:** Improve your nonprofit’s effectiveness and enhance your ability to deliver on your mission by measuring performance.

**Participant Profile:** Nonprofit senior executives and board members who are committed to implementing effective performance measurement and management.

**Key Benefits:** Foster a performance-based culture, balance external and internal accountability, and ultimately build and sustain a performance-measurement system.

- 29 MAY–01 JUN 2018
- $ 4,500
- HBS Campus, Boston, MA
“IN ORDER TO BE SUCCESSFUL, EXECUTIVES NEED TO KEEP LEARNING NEW THINGS, DISCOVERING NEW METHODS, AND GAINING NEW VIEWS. I WANTED TO GAIN BOTH A REGIONAL AND A LOCAL PERSPECTIVE SO THAT I COULD CREATE BETTER STRATEGIES AND MORE VALUE FOR OUR SHAREHOLDERS.”

Kasturi Wilson
MANAGING DIRECTOR
HEMAS PHARMACEUTICALS, MD HEMAS LOGISTICS, MD HEMAS MARITIME, SRI LANKA
STRATEGIC NONPROFIT MANAGEMENT—INDIA New!
WWW.EXED.HBS.EDU/CATALOG/SNMI

Summary: Explore best practices in nonprofit strategy, governance, and leadership that will help you expand your organization’s scope and impact.

Participant Profile: Senior strategic decision-makers in established nonprofit organizations in South Asia or Southeast Asia.

Key Benefits: Become a capable nonprofit leader who can focus on mission and strategy, improve performance, strengthen governance, and scale operations.

29 JUL–02 AUG 2018
₹ 1,00,000 plus service tax*
Ashoka University,
Sonepat, Rai, India

*This program is underwritten with generous financial support from the Ashoka Foundation, Dasra, and other sources. Nonprofits of all sizes are encouraged to apply. Qualifying organizations will be connected to Dasra to review scholarship options.

STRATEGIC PERSPECTIVES IN NONPROFIT MANAGEMENT (SPNM)
WWW.EXED.HBS.EDU/CATALOG/SPNM

Summary: Explore proactive methods for anticipating the evolving requirements of nonprofit leadership.

Participant Profile: Nonprofit executive directors and CEOs who are responsible for shaping the direction and mission of their organizations.

Key Benefits: Absorb management concepts essential to nonprofit leadership, identify the characteristics of high-performing nonprofits, and implement change to improve your nonprofit’s effectiveness.

15–21 JUL 2018
$ 6,250
HBS Campus, Boston, MA
STRATEGY
Build a strategic foundation for expanding your market share, business operations, and global reach.

CORPORATE LEVEL STRATEGY
WWW.EXED.HBS.EDU/CATALOG/CLS

**Summary:** Join other leaders of multi-business organizations to learn how to create value by aligning the parent company and its operating units.

**Participant Profile:** Senior executives at companies with annual sales of at least $50 million and whose responsibilities span multiple business units.

**Key Benefits:** Establish an optimal organizational structure, manage maturing business lines, and advance corporate strategy while preserving each operating unit’s independence.

11–16 MAR 2018
$ 12,750
HBS Campus, Boston, MA

CREATING SHARED VALUE: COMPETITIVE ADVANTAGE THROUGH SOCIAL IMPACT
WWW.EXED.HBS.EDU/CATALOG/CSV

**Summary:** Top executives learn to build strategies, products, structures, and partnerships that drive growth and create social value.

**Participant Profile:** Senior executives engaged in corporate strategy, new business development, and operations management.

**Key Benefits:** Rethink the intersection between society and corporate performance; learn how to build social purpose into the corporate mission and extend it across the organization.

03–05 DEC 2018
$ 6,500
HBS Campus, Boston, MA
DISRUPTIVE INNOVATION: STRATEGIES FOR A SUCCESSFUL ENTERPRISE
WWW.EXED.HBS.EDU/CATALOG/DI

Summary: Build the skills and mindset to lead breakthrough change, capture market opportunities, and secure enduring competitive advantage.

Participant Profile: Senior executives, business owners, and general managers who are responsible for setting the strategic direction of their enterprise.

Key Benefits: Acquire frameworks and tools for sustaining your core businesses while simultaneously creating new growth.

This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.

09–14 JUL 2018
$15,500 (program fee) or $24,000 (program plus five licenses to Disruptive Strategy with Clayton Christensen)

HBS Campus, Boston, MA

HISTORIC AND CULTURAL LOCATION

The HBS campus puts you in the heart of Boston-Cambridge, one of the world’s most historic and culturally enriching regions.
DRIVING PROFITABLE GROWTH New!
WWW.EXED.HBS.EDU/CATALOG/DPG

Summary: Assess the opportunities for business expansion, prepare the organization, and drive profitable enterprise growth.

Participant Profile: Senior executives and division heads charged with developing and implementing business expansion and growth strategies.

Key Benefits: Gain insight and tools to successfully navigate business expansion and the enterprise growth curve.

GLOBAL STRATEGIC MANAGEMENT
WWW.EXED.HBS.EDU/CATALOG/GSM

Summary: Get a unique, cross-functional look at global strategy management, global leadership, and multinational financial management.

Participant Profile: Senior decision-makers with significant responsibility for global operations at established multinational organizations.

Key Benefits: Mitigate risk with effective global strategies; take advantage of emerging opportunities; and put in place processes, people, and systems that deliver optimal results.

REIMAGINING STRATEGY: APPLYING DESIGN THINKING TO YOUR ORGANIZATION New!
WWW.EXED.HBS.EDU/CATALOG/RS

Summary: Reimagine and revitalize your business strategy by applying practices from design thinking.

Participant Profile: C-level leaders and other senior executives who play a key role in the formulation and execution of strategy within their organizations.

Key Benefits: Gain a new playbook for strategy development and use design thinking to tackle key strategic challenges in your organization.
RETAIL FORUM FOR SENIOR LEADERS
WWW.EXED.HBS.EDU/CATALOG/RETF

Summary: Analyze the trends that are reshaping the retail ecosystem, and acquire strategies to improve your organization’s response.

Participant Profile: C-suite and other senior leaders within global or large regional retail organizations who are responsible for the execution of retail strategies.

Key Benefits: Address emerging challenges reshaping the retail ecosystem, uncover opportunities for improving the shopping experience, and cultivate better customer relationships.

30 MAY–02 JUN 2018
$ 10,000
HBS Campus, Boston, MA

“[At HBS], the preconceptions you have about other people just evaporate. There are some differences, of course, but many more similarities. As you share stories and work together during the program, you find those common threads and realize you are one people with many shared values.”

Mohammad Shaheed Khan
VICE PRESIDENT, ISLAMIC BANKING
GULF INTERNATIONAL BANK, BAHRAIN

RISK MANAGEMENT FOR CORPORATE LEADERS
WWW.EXED.HBS.EDU/CATALOG/RISK

Summary: Balance innovation and risk, protect your company from unexpected events, and capitalize on new opportunities.

Participant Profile: Senior leaders who have significant corporate management responsibilities at large established companies.

Key Benefits: Recognize, manage, and avoid risks; integrate risk management processes with effective strategy execution; and turn risks into opportunities.

09–14 DEC 2018
$ 12,750
HBS Campus, Boston, MA
STRATEGIC IQ: CREATING SMARTER CORPORATIONS
WWW.EXED.HBS.EDU/CATALOG/SA

**Summary:** Inspire and lead change by cultivating the critical relationship between strategy, structure, and people.

**Participant Profile:** Top executives from large established companies who significantly influence the firm’s strategic direction, organizational design, or human capital development.

**Key Benefits:** Assess your strategic IQ and develop ways to boost it, improve the way your company responds to change, and create structures that readily respond to new circumstances.

*This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.*

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STRATEGY: BUILDING AND SUSTAINING COMPETITIVE ADVANTAGE
WWW.EXED.HBS.EDU/CATALOG/SBSCA

**Summary:** Develop groundbreaking strategies and action plans to build your company’s competitive advantage.

**Participant Profile:** Senior executives who are responsible for developing and implementing competitive strategy in large established companies.

**Key Benefits:** Sustain your company’s competitive advantage by forecasting industry evolution, recognizing potential risks to your market position, and formulating a corporate action plan.

*This program is eligible for the HBS Certificate of Management Excellence. See page 41 for more details.*
AT-A-GLANCE

APPLICATION PROCESS
Please visit www.exed.hbs.edu for complete admission requirements and to apply online. The Admissions Committee meets monthly, and admits qualified candidates on a rolling, space-available basis. Early application is strongly encouraged.

ADMISSIONS
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.

PROGRAM FEE
The program fee covers tuition, accommodations, case materials, 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.

ACCOMMODATIONS
Campus life is as integral to your learning experience as classroom interaction. On the HBS campus, our well-appointed living arrangements and facilities are enhanced with state-of-the-art technology to support our participatory learning model. At our regional locations around the world, we provide a wide range of programs in partnership with local universities, research centers, and companies.

CERTIFICATE OF MANAGEMENT EXCELLENCE
Broaden your capabilities and sharpen your acumen with the Certificate of Management Excellence, a new offering created by HBS for top business leaders. To earn this prestigious certificate and the perks that come along with it, complete three select open-enrollment programs in 36 months. Learn more: www.exed.hbs.edu/cme

CUSTOM PROGRAMS
Looking for a customized program for your organization? We also can work with you to tailor a custom program that identifies and addresses your company's unique challenges.

CONNECT WITH US
For more information, please contact a Program Advisor at:
Executive Education Programs
Harvard Business School
Soldiers Field
Boston, Massachusetts 02163-9986 U.S.
Email: executive_education@hbs.edu
Telephone: 1-800-427-5577
(outside the U.S., +1-617-495-6555)
Fax: +1-617-495-6999
Connect with us via LinkedIn, Facebook, Instagram, YouTube, and Twitter: www.exed.hbs.edu/connect/
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PROGRAM CALENDAR

WWW.EXED.HBS.EDU/CATALOG
## COMPREHENSIVE LEADERSHIP PROGRAMS

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<th>Sessions</th>
<th>Start Date</th>
<th>End Date</th>
<th>Duration</th>
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<td><strong>SEP 2018 SESSION</strong></td>
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<td></td>
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<td>Unit I: 09–27 SEP 2018</td>
<td>Unit II: 03–22 NOV 2019</td>
<td>Unit III: NOV 2020</td>
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<td><strong>SEP 2019 SESSION</strong></td>
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<td>Unit I: 12–31 MAY 2019</td>
<td>Unit II: FEB 2020</td>
<td>Unit III: MAR 2021</td>
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<td><strong>ADVANCED MANAGEMENT PROGRAM (AMP)</strong></td>
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<td>02 APR–17 MAY 2018</td>
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<td><strong>SEP 2019 SESSION</strong></td>
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<td><strong>PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)</strong></td>
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<td>Module 5 (Optional): 15–27 JUL 2018</td>
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*Distance learning at your home or office.
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<th>BUSINESS OPERATIONS</th>
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<td>Leading Professional Service Firms (Two Sessions)</td>
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<tr>
<td>Families in Business (Each additional person, add $11,500)</td>
<td>$46,500 (Teams of up to four)</td>
<td>28 OCT–02 NOV</td>
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<td>Launching New Ventures</td>
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<td>Leading and Transforming Family Businesses—China</td>
<td>$47,500 (USD) (RMB 328,000)</td>
<td>16–21 06–11 08–13</td>
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<td>Audit Committees in a New Era of Governance</td>
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<td>Making Corporate Boards More Effective (Two Sessions)</td>
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<td>Women on Boards: Succeeding as a Corporate Director</td>
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### HEALTH CARE

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<td>Accelerating Innovation in Precision Medicine <strong>New!</strong></td>
<td>$6,500</td>
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<td>Managing Health Care Delivery</td>
<td>$26,000</td>
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<td>Strategy for Health Care Delivery</td>
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<td>Value Measurement for Health Care</td>
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### INNOVATION

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<td>Leading Product Innovation</td>
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### LEADERSHIP

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<td><strong>Authentic Leader Development</strong> (Two Sessions)</td>
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<td>Global CEO Program for China</td>
<td>600,000 (RMB)</td>
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<td><strong>Module 2</strong> (IESE, Barcelona, Spain)</td>
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<td>High Potentials Leadership Program (Two Sessions)</td>
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<td>The HR–Executive Suite Connection <strong>New!</strong></td>
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<td>Leadership for Senior Executives</td>
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<td>Leading and Building a Culture of Innovation <strong>New!</strong></td>
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<td><strong>Senior Executive Program—Africa</strong></td>
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<td><strong>The Women’s Leadership Forum</strong></td>
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<tr>
<td><strong>The Business of Entertainment, Media, and Sports</strong></td>
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<td>Changing the Game: Negotiation and Competitive Decision-Making (Two Sessions)</td>
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<td>$24,000 (program plus five licenses to Disruptive Strategy with Clayton Christensen)</td>
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<td>Strategic IQ: Creating Smarter Corporations</td>
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WWW.EXED.HBS.EDU/CATALOG

For more information, please contact a Program Advisor at:

Executive Education Programs
Harvard Business School
Soldiers Field
Boston, Massachusetts 02163-9986 U.S.

Email: executive_education@hbs.edu

Telephone: 1-800-427-5577
(outside the U.S., +1-617-495-6555)
Fax: +1-617-495-6999