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.
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.

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
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For nearly 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)
→ WWW.EXED.HBS.EDU/CATALOG/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 must 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.

APR 2018 SESSION
02 APR–17 MAY 2018
$ 42,500 (UNIT 1 ONLY)

SEP 2018 SESSION
09 SEP–25 OCT 2018
$ 42,500 (UNIT 1 ONLY)

HBS Campus, Boston, MA

ADVANCED MANAGEMENT PROGRAM (AMP)
→ WWW.EXED.HBS.EDU/CATALOG/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.

APR 2018 SESSION
02 APR–17 MAY 2018
$ 80,000

SEP 2018 SESSION
09 SEP–25 OCT 2018
$ 80,000

HBS Campus, Boston, MA
GENERAL MANAGEMENT PROGRAM (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.

JAN–APR 2018 SESSION
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)
$ 70,000

AUG–NOV 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

HBS Campus, Boston, MA

PROGRAM FOR LEADERSHIP DEVELOPMENT (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.

NOV 2017–JUN 2018 SESSION
Module 1: 29 NOV 2017–24 FEB 2018 (distance learning*)
Module 2: 25 FEB–10 MAR 2018 (on campus)
Module 3: 11 MAR–16 JUN 2018 (distance learning*)
Module 4: 17–30 JUN 2018 (on campus)
$ 48,000

JUL 2018–FEB 2019 SESSION
Module 1: 09 JUL–29 SEP 2018 (distance learning*)
Module 2: 30 SEP–13 OCT 2018 (on campus)
Module 3: 14 OCT 2018–19 JAN 2019 (distance learning*)
Module 4: 20 JAN–02 FEB 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 |
| 28 JAN–02 FEB 2018 |
| $ 15,500 |
| SESSION 2 |
| 10–15 JUN 2018 |
| $ 15,500 |
| HBS Campus, Boston, MA |
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.

15–20 OCT 2017
$45,000 for teams up to four/
$11,000 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
LEADING AND TRANSFORMING FAMILY BUSINESSES—CHINA
WWW.EXED.HBS.EDU/CATALOG/TFBCH

**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.

**MAR–JUL 2018 SESSION**

- **Module 1:** 16–21 MAR 2018
  - GSM, Peking University, Beijing, China
- **Module 2:** 06–11 MAY 2018
- **Module 3:** 08–13 JUL 2018
  - HBS, Boston, MA, U.S.

47,500 USD (RMB 328,000)

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.
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
14–19 JAN 2018
$12,750

SESSION 2
15–20 JUL 2018
$12,750

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
WWW.EXED.HBS.EDU/CATALOG/PEVC

**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
WWW.EXED.HBS.EDU/CATALOG/SFA

**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 even 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.

| AUG 2018 | TBD | HBS Campus, Boston, MA |

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.

| AUG 2018 | TBD | HBS Campus, Boston, MA |
MAKING CORPORATE BOARDS MORE EFFECTIVE
WWW.EXED.HBS.EDU/CATALOG/MCB

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
📅 15–18 NOV 2017
💲 9,250
📍 HBS Campus, Boston, MA

SESSION 2
📅 JUL 2018
💲 TBD
📍 HBS Campus, Boston, MA

WOMEN ON BOARDS: SUCCEEDING AS A CORPORATE DIRECTOR New!
WWW.EXED.HBS.EDU/CATALOG/WOB

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.

📅 27 NOV–01 DEC 2017
💲 11,750
📍 HBS Campus, Boston, MA
BUSINESS INNOVATIONS IN GLOBAL HEALTH CARE

**WWW.EXED.HBS.EDU/CATALOG/BIG**

**Summary:** Examine ways to boost both medical and economic outcomes through innovations in health care delivery, insurance, and technology.

**Participant Profile:** Executives of large established health care organizations; government agencies; and health care management, consulting, and investing firms. Teams are encouraged.

**Key Benefits:** Examine health care innovations and ways to apply them to your own organization to improve outcomes, contain costs, and enhance the value of patient care.

**03–06 OCT 2017**

$ 10,000

HBS Campus, Boston, MA

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.

**OCT 2017–MAY 2018 SESSION**

Module 1: 15–20 OCT 2017

Module 2: 04–09 MAR 2018

Module 3: 13–18 MAY 2018

$ 25,000

HBS Campus, Boston, MA
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:** Senior administrative and medical staff from health care delivery organizations across the globe, as well as industry leaders from health insurance organizations and government agencies.

**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.

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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:** Senior clinical leaders and top financial executives at large established health care delivery organizations.

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

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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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.

“Every member of the HBS faculty is committed to exposing participants to multiple perspectives and new ways of thinking about business leadership. The result is executives who are well equipped to manage, lead, and yes, innovate, even in uncertain times.”

Stefan H. Thomke
HBS Faculty
LEADERSHIP

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

AGRICULTURE 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.

07–10 JAN 2018
$ 9,750
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.

SESSION 1
10–15 DEC 2017
$ 15,000
SESSION 2
29 JUL–03 AUG 2018
$ 15,500
HBS Campus, Boston, MA

This program counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.
“I DIDN’T HAVE THE OPPORTUNITY TO GO TO BUSINESS SCHOOL; I JUMPED RIGHT INTO MY PROFESSION. IN ORDER TO ADD THE MOST VALUE TO MY COMPANY, I’VE REALIZED THAT I NEEDED ADDITIONAL SKILLS. I’VE COME AWAY FROM THESE EXPERIENCES WITH INSPIRATION AND HAVE DISCOVERED IDEAS THAT HAVE CREATED TANGIBLE RESULTS FOR MY BUSINESS.”

Casey Baugh
SENIOR VICE PRESIDENT OF SALES
VIVINT, INC., U.S.
**GLOBAL CEO PROGRAM FOR CHINA**

*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: 20–25 MAY 2018
- Module 3: 22–27 JUL 2018

**RMB 598,000**

- Module 1: CEIBS, Shanghai, China
- Module 2: IESE, Barcelona, Spain
- Module 3: HBS, Boston, MA, U.S.

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**HIGH POTENTIALS LEADERSHIP PROGRAM**

*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 facilitate collaboration.

*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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.*

**SESSION 1**

- 29 OCT–03 NOV 2017
- $15,500

**SESSION 2**

- 20–25 MAY 2018
- $15,500

- HBS Campus, Boston, MA
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 mid-size 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.

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.

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.
LEADING GLOBAL BUSINESSES
WWW.EXED.HBS.EDU/CATALOG/GEL

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.

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 New!
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.

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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.

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SENIOR EXECUTIVE PROGRAM—AFRICA New!
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.

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AUG 2018–JUN 2019 SESSION

- Module 1: TBD
- Module 2: TBD
- Module 3: TBD
- Module 4: TBD

$ 75,000 USD

- 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.

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AUG–DEC 2018 SESSION

- Module 1: TBD
- Module 2: TBD
- Module 3: TBD

$ TBD

- Module 1: TBD
- 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.
MANAGEMENT
Make key business decisions with confidence, balance innovation with risk, and position your company for long-term success.

THE BUSINESS OF ENTERTAINMENT, MEDIA, AND SPORTS
WWW.EXED.HBS.EDU/CATALOG/BEMS

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.

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

COMPETING ON BUSINESS ANALYTICS AND BIG DATA
WWW.EXED.HBS.EDU/CATALOG/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.

03–08 JUN 2018
$ 12,750
HBS Campus, Boston, MA
### DRIVING CORPORATE PERFORMANCE: ALIGNING SCORECARDS AND STRUCTURE FOR STRATEGY EXECUTION

**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.

- **Start Date:** 08–13 JUL 2018
- **Price:** $12,750
- **Location:** HBS Campus, Boston, MA

### REAL ESTATE MANAGEMENT PROGRAM: FINANCE, DESIGN, AND LEADERSHIP

**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.

- **Start Date:** 01–06 OCT 2017
- **Price:** $12,500
- **Location:** HBS Campus, Boston, MA
“I CHOSE HBS BECAUSE OF ITS REPUTATION FOR QUALITY EDUCATIONAL CONTENT AS WELL AS THE PROFESSORS, BUT I ALSO BENEFITED BY COLLABORATING WITH COLLEAGUES. ANOTHER UNEXPECTED BENEFIT WAS THE SELF-DISCOVERY EXPERIENCE. I LEARNED A LOT ABOUT MYSELF, AND I’M GRATEFUL FOR THE INSIGHTS I GAINED.”

Elba Torres Ornelas
MANAGING DIRECTOR
WELK CONSULTING GROUP, MEXICO
MARKETING & SALES
Create a distinctive brand that resonates with customers, extends across digital marketing channels, and connects with target audiences.

ALIGNING STRATEGY AND SALES
WWW.EXED.HBS.EDU/CATALOG/ALIGN

**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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.

DRIVING DIGITAL STRATEGIES
WWW.EXED.HBS.EDU/CATALOG/DIGS

**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.
“It was very beneficial to talk with others who were facing the same issues. I came into the program knowing some business areas quite well, and having a lot to learn in other areas. When I came back to work, I was more confident in all of those areas.”

Isabelle Chouvet  
COFOUNDER AND CEO  
K2, CHINA
NEGOTIATION
Drive your firm’s success by negotiating the best deals with customers, partners, investors, suppliers, and colleagues.

BEHAVIORAL ECONOMICS: UNDERSTANDING AND SHAPING CUSTOMER AND EMPLOYEE BEHAVIOR
WWW.EXED.HBS.EDU/CATALOG/BE

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: Apply behavioral economic insights to drive organizational change and improve decision-making across your organization.

This program counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.

CHANGING THE GAME: NEGOTIATION AND COMPETITIVE DECISION-MAKING
WWW.EXED.HBS.EDU/CATALOG/DM

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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.
MERGERS AND ACQUISITIONS: Strategy, Execution, and Post-Merger Management New!
> 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.

14–19 JAN 2018
$ 15,500
HBS Campus, Boston, MA

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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.

SESSION 1
21–26 JAN 2018
$ 12,750

SESSION 2
22–27 APR 2018
$ 12,750

HBS Campus, Boston, MA
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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.

ELITE 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.
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.

- 05–08 SEP 2017
- $4,650
- 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
“MY OWN APPROACH IS NOT TO LECTURE, BUT RATHER TO HAVE A CONVERSATION. I WANT TO MAKE SURE THAT EVERY PERSON IN THE ROOM HAS AN OPPORTUNITY TO PARTICIPATE. THE BEST WAY FOR EXECUTIVES TO LEARN IS THROUGH ACTIVELY ENGAGING IN THE PROCESS OF LEARNING. IT’S BY FAR THE MOST EFFECTIVE WAY TO ACHIEVE TRANSFORMATIONAL CHANGE.”

Guhan Subramanian
HBS FACULTY
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.

*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.

JUL 2018
TBD*
Ashoka University, Sonepat, Rai, India

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

*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.
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.

11–13 DEC 2017
$ 6,250
HBS Campus, Boston, MA
DISRUPTIVE INNOVATION: STRATEGIES FOR A SUCCESSFUL ENTERPRISE

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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.

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09–14 JUL 2018

$15,500 (program fee) or $TBD (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 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.

MAY 2018
$ TBD
HBS Campus, Boston, MA

“There’s a lot to absorb from the executives who come here; they bring experience to the classroom that hasn’t necessarily yet been codified in books or papers.”

Raffaella Sadun
HBS FACULTY

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.

03–08 DEC 2017
$ 12,500
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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.*

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<td>15–20 OCT 2017</td>
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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 counts as credit toward the HBS Certificate of Management Excellence. See page 41 for more details.*

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<td>03–08 JUN 2018</td>
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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 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.

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 our Client Services team 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

### Owner/President Management (OPM)

**Comprehensive Leadership Programs**

**Owner/President Management (OPM)**

*(Two Sessions)*

| Session       | Duration                     | Fee  | | OPM MANAGEMENT (OPM) |
|---------------|------------------------------|------| | TWO SESSIONS |
| MAY 2018      | 13–31 MAY 2018               | $42,500 | | UNIT 1 ONLY |
| SEP 2018      | 09–27 SEP 2018               | $42,500 | | UNIT 1 ONLY |

### Advanced Management Program (AMP)

**Advanced Management Program (AMP)**

*(Two Sessions)*

| Session       | Duration                     | Fee  | | AMP MANAGEMENT (AMP) |
|---------------|------------------------------|------| | TWO SESSIONS |
| APR 2018      | 02 APR–17 MAY 2018           | $80,000 | | TWO SESSIONS |
| SEP 2018      | 09 SEP–25 OCT 2018           | $80,000 | | TWO SESSIONS |

### General Management Program (GMP)

**General Management Program (GMP)**

*(Two Sessions)*

| Session       | Duration                     | Fee  | | GMP MANAGEMENT (GMP) |
|---------------|------------------------------|------| | TWO SESSIONS |
| JAN–APR 2018  | 15 JAN–10 FEB 2018           | $70,000 | | TWO SESSIONS |
| Module 2: 11 FEB–09 MAR 2018 | Distance Learning* | On Campus |
| Module 3: 10 MAR–07 APR 2018 | Distance Learning* | On Campus |
| Module 4: 08–27 APR 2018 | Distance Learning* | On Campus |

| Session       | Duration                     | Fee  | | GMP MANAGEMENT (GMP) |
|---------------|------------------------------|------| | TWO SESSIONS |
| AUG–NOV 2018  | 01 AUG–03 SEP 2018           | $70,000 | | TWO SESSIONS |
| Module 2: 04–28 SEP 2018 | Distance Learning* | On Campus |
| Module 3: 29 SEP–27 OCT 2018 | Distance Learning* | On Campus |
| Module 4: 28 OCT–16 NOV 2018 | Distance Learning* | On Campus |

### Program for Leadership Development (PLD)

**Program for Leadership Development (PLD)**

*(Two Sessions)*

| Session       | Duration                     | Fee  | | PLD MANAGEMENT (PLD) |
|---------------|------------------------------|------| | TWO SESSIONS |
| NOV 2017–JUN 2018 | 29 NOV 2017–24 FEB 2018     | $48,000 | | TWO SESSIONS |
| Module 2: 25 FEB–10 MAR 2018 | Distance Learning* | On Campus |
| Module 3: 11 MAR–16 JUN 2018 | Distance Learning* | On Campus |
| Module 4: 17–30 JUN 2018 | Distance Learning* | On Campus |

| Session       | Duration                     | Fee  | | PLD MANAGEMENT (PLD) |
|---------------|------------------------------|------| | TWO SESSIONS |
| JUL 2018–FEB 2019 | 09 JUL–29 SEP 2018          | $50,000 | | TWO SESSIONS |
| Module 2: 30 SEP–13 OCT 2018 | Distance Learning* | On Campus |
| Module 3: 14 OCT 2018–19 JAN 2019 | Distance Learning* | On Campus |
| Module 4: 20 JAN–02 FEB 2019 | Distance Learning* | On Campus |

| Session       | Duration                     | Fee  | | PLD MANAGEMENT (PLD) |
|---------------|------------------------------|------| | TWO SESSIONS |
| $26,000       | Module 5 (Optional): 15–27 JUL 2018 | | | TWO SESSIONS |

*Distance learning at your home or office.*
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<tr>
<td><strong>ENTREPRENEURSHIP</strong></td>
<td>Families in Business (Each additional person, add $11,000)</td>
<td>15–20</td>
<td>$45,000</td>
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<td></td>
<td>Launching New Ventures</td>
<td>11–17</td>
<td>$18,000</td>
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<td></td>
<td>Leading and Transforming Family Businesses—China</td>
<td>16–21</td>
<td>$47,500 USD</td>
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<td></td>
<td>(GSM, Peking University, Beijing, China)</td>
<td>06–11</td>
<td>(RMB 328,000)</td>
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<td>(HBS, Boston, MA, U.S.)</td>
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<tr>
<td><strong>FINANCE</strong></td>
<td>Finance for Senior Executives (Two Sessions)</td>
<td>14–19</td>
<td>$12,750</td>
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<tr>
<td></td>
<td>Foundations of Private Equity and Venture Capital New!</td>
<td>18–21</td>
<td>$10,000</td>
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<td></td>
<td>Private Equity and Venture Capital</td>
<td>21–24</td>
<td>$10,000</td>
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<td></td>
<td>Strategic Financial Analysis for Business Evaluation</td>
<td>18–21</td>
<td>$9,500</td>
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<td><strong>GOVERNANCE</strong></td>
<td>Audit Committees in a New Era of Governance</td>
<td>TBD</td>
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<tr>
<td></td>
<td>Compensation Committees</td>
<td>TBD</td>
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<tr>
<td></td>
<td>Making Corporate Boards More Effective (Two Sessions)</td>
<td>15–18</td>
<td>$9,250 TBD</td>
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<tr>
<td></td>
<td>Women on Boards: Succeeding as a Corporate Director</td>
<td>27 NOV–01 DEC</td>
<td>$11,750</td>
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## HEALTH CARE

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<thead>
<tr>
<th>Course</th>
<th>Fee (USD)</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Business Innovations in Global Health Care</td>
<td>$10,000</td>
<td>03–06</td>
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<tr>
<td>Managing Health Care Delivery</td>
<td>$25,000</td>
<td>15–20</td>
</tr>
<tr>
<td>Module 1 (HBS, Boston, MA, U.S.)</td>
<td></td>
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<tr>
<td>Module 2 (HBS, Boston, MA, U.S.)</td>
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<tr>
<td>Module 3 (HBS, Boston, MA, U.S.)</td>
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<tr>
<td>Strategy for Health Care Delivery</td>
<td>$6,500</td>
<td>03-05</td>
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<tr>
<td>Value Measurement for Health Care (Two Sessions)</td>
<td>$6,250</td>
<td>29 NOV–01 DEC</td>
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<td>Module 1 (HBS, Boston, MA, U.S.)</td>
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<td>Module 2 (HBS, Boston, MA, U.S.)</td>
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<tr>
<td>Module 3 (HBS, Boston, MA, U.S.)</td>
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## INNOVATION

<table>
<thead>
<tr>
<th>Course</th>
<th>Fee (USD)</th>
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<tbody>
<tr>
<td>Leading Product Innovation</td>
<td>$10,500</td>
<td>05-09</td>
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## LEADERSHIP

<table>
<thead>
<tr>
<th>Course</th>
<th>Fee (USD)</th>
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<tbody>
<tr>
<td>Agribusiness Seminar</td>
<td>$9,750</td>
<td>07–10</td>
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<tr>
<td>Authentic Leader Development (Two Sessions)</td>
<td>$15,000</td>
<td>10–15</td>
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<td>$15,500</td>
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<tr>
<td>Global CEO Program for China</td>
<td>598,000 (RMB)</td>
<td>11–16</td>
</tr>
<tr>
<td>Module 1 (CEIBS, Shanghai, China)</td>
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</tr>
<tr>
<td>Module 2 (IESE, Barcelona, Spain)</td>
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<tr>
<td>Module 3 (HBS, Boston, MA, U.S.)</td>
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<tr>
<td>High Potentials Leadership Program (Two Sessions)</td>
<td>$15,500</td>
<td>29 OCT–03 NOV</td>
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<tr>
<td>The HR-Executive Suite Connection New!</td>
<td>$10,000</td>
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<tr>
<td>Leadership for Senior Executives</td>
<td>$12,250</td>
<td>02–06</td>
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<td>Leading and Building a Culture of Innovation New!</td>
<td>$15,000</td>
<td>03–08</td>
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<tr>
<td>Leading Global Businesses</td>
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<td>04–09</td>
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<tr>
<td>LEADERSHIP (cont.)</td>
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<tr>
<td><strong>INDIA</strong></td>
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<tr>
<td>Senior Executive Leadership Program—India <strong>New!</strong></td>
<td>TBD</td>
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<tr>
<td>Module 1 (HBS, Boston, MA, U.S.)</td>
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<tr>
<td>Module 2 (Taj Lands End, Mumbai, India)</td>
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<td>Module 3 (Taj Lands End, Mumbai, India)</td>
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<tr>
<td>Module 4 (HBS, Boston, MA, U.S.)</td>
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<td><strong>DUBAI</strong></td>
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<tr>
<td>Senior Executive Leadership Program—Middle East <strong>New!</strong></td>
<td>$75,000 (USD)</td>
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<td>Module 1 (HBS, Boston, MA, U.S.)</td>
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<td>Module 2 (Dubai, UAE)</td>
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<td>Module 3 (Dubai, UAE)</td>
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<td>Module 4 (HBS, Boston, MA, U.S.)</td>
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<tr>
<td><strong>AFRICA</strong></td>
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<tr>
<td>Senior Executive Program—Africa <strong>New!</strong></td>
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<tr>
<td>Module 1 (TBD)</td>
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<tr>
<td>Module 2 (Independent Business Challenge Project)</td>
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<td>Module 3 (HBS, Boston, MA, U.S.)</td>
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<tr>
<td>The Women's Leadership Forum</td>
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<tr>
<td><strong>MANAGEMENT</strong></td>
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<tr>
<td>The Business of Entertainment, Media, and Sports</td>
<td>$10,000</td>
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<tr>
<td>Competing on Business Analytics and Big Data</td>
<td>$12,750</td>
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<tr>
<td>Driving Corporate Performance: Aligning Scorecards and Structure for Strategy Execution</td>
<td>$12,750</td>
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<tr>
<td>Real Estate Management Program: Finance, Design, and Leadership</td>
<td>$12,500</td>
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<tr>
<td><strong>MARKETING &amp; SALES</strong></td>
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<tr>
<td>Aligning Strategy and Sales</td>
<td>$15,000</td>
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<tr>
<td>Driving Digital Strategies</td>
<td>$12,750</td>
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<tr>
<td>Strategic Marketing Management</td>
<td>$12,750</td>
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<td>Category</td>
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<td>Start/End Dates</td>
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<tr>
<td>Negotiation</td>
<td>Behavioral Economics: Understanding and Shaping Customer and Employee Behavior</td>
<td>$12,500</td>
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<td>Changing the Game: Negotiation and Competitive Decision-Making (Two Sessions)</td>
<td>$12,500/$12,750</td>
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<td>Strategic Negotiations (Two Sessions)</td>
<td>$12,750</td>
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<tr>
<td>Organizations</td>
<td>Leading Change and Organizational Renewal</td>
<td>$15,500</td>
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<tr>
<td>Social Enterprise</td>
<td>Governing for Nonprofit Excellence (GNE)</td>
<td>$4,650</td>
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<td>Performance Measurement for Effective Management of Nonprofit Organizations (PMNO)</td>
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<tr>
<td>India</td>
<td>Strategic Nonprofit Management—India New!</td>
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<td>Strategic Perspectives in Nonprofit Management (SPNM)</td>
<td>$6,250</td>
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<tr>
<td>Strategy</td>
<td>Corporate Level Strategy</td>
<td>$12,750</td>
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<td>Creating Shared Value: Competitive Advantage through Social Impact</td>
<td>$6,250</td>
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<td>Disruptive Innovation: Strategies for a Successful Enterprise</td>
<td>$15,500</td>
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<td>TBD (program plus five licenses to Disruptive Strategy with Clayton Christensen)</td>
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<td>Event</td>
<td>Cost</td>
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<tr>
<td>Driving Profitable Growth <em>(New!)</em></td>
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<td>25–28</td>
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<td>Global Strategic Management</td>
<td>$12,750</td>
<td>24–29</td>
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<tr>
<td>Reimagining Strategy <em>(New!)</em></td>
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<td>11–14</td>
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<td>Retail Forum for Senior Leaders</td>
<td>TBD</td>
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<td>Risk Management for Corporate Leaders</td>
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<td>03–08</td>
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<td>Strategic IQ: Creating Smarter Corporations</td>
<td>$12,500</td>
<td>15–20</td>
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<tr>
<td>Strategy: Building and Sustaining Competitive Advantage</td>
<td>$15,500</td>
<td>03–08</td>
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</tbody>
</table>
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