GENERAL MANAGEMENT PROGRAM

HARVARD BUSINESS SCHOOL
Executive Education
Build Your Competitive Advantage

PREPARE FOR THE NEXT LEVEL OF LEADERSHIP.

As your leadership responsibilities grow, you must contribute to corporate success on a more strategic and senior level. The General Management Program (GMP) accelerates this transition by blending personalized learning on campus with practical application on the job. GMP empowers you to:

• Add more value to the business by broadening your cross-functional perspective
• Lead with greater confidence and vision as you set the strategy and align the organization
• Keep growing as a leader by building on powerful insights gained through professional coaching
• Formulate a detailed personal action plan to address your strategic and leadership challenges

IS GMP RIGHT FOR YOU?

This flagship program is designed for participants who have at least 15 to 20 years of experience, including:

• Senior executives in any role who need a broader and deeper perspective on company operations, from strategy and finance to marketing and leadership
• General managers in any industry who have overall profit and loss responsibility
• Executives whose cross-functional role is significantly expanding or who will soon become business-unit, divisional, or regional leaders

Delivering a Truly Global Experience

At Harvard Business School (HBS), you’ll collaborate with a stellar group of executives who span industries and countries—and engage with our world-renowned faculty, who in 2017 collectively researched and wrote over 360 case studies representing more than 55 countries.

130 ACCOMPLISHED PEERS
40 COUNTRIES REPRESENTED
45 INDUSTRIES REPRESENTED
OUR FACULTY

GMP is developed and taught by a multidisciplinary team of HBS faculty who are skilled educators, groundbreaking researchers, and award-winning authors. Through board memberships, consulting, and field-based research, they address the complex challenges facing business leaders across the globe.

Rawi E. Abdelal
BUSINESS, GOVERNMENT AND THE INTERNATIONAL ECONOMY UNIT
"In GMP, we put the leader within the firm, the firm within the industry, the industry within and across nations—and explore how these pieces cohere into a whole."

David J. Collis
STRATEGY UNIT
"There isn’t one international strategy that’s right for every firm. The challenge is creating value by aligning choices about product offerings, geographic footprint, and organization design with your competitive advantage."

Mihir A. Desai
FINANCE AND ENTREPRENEURIAL MANAGEMENT UNITS
"I try to make finance very clear and intuitive, and I work to show that everyone can learn the essentials."

Linda A. Hill
ORGANIZATIONAL BEHAVIOR UNIT
"Facilitating a productive discussion is invigorating. I have to think quickly, pull together everything that was said, and identify key lessons and questions. And I always learn something myself."

V.G. Narayanan
ACCOUNTING AND MANAGEMENT UNIT
"You will walk away from GMP with a deeper understanding of how to measure, analyze, drive, communicate, and improve individual and organizational performance."
Some leaders make things happen, some watch things happen, and some wonder what happened. We help leaders make things happen in business, in their personal lives, and in society at large.”

Sunil Gupta
Faculty Chair, GMP, Marketing Unit

Customized Case and Personal Action Plan
Over the course of GMP, you will identify a leadership challenge facing you and your organization and transform your personal strategy statement into a personal action plan and customized case. In the process, you will:

• Gain greater insight into your industry and your company’s competitive position
• Improve your skills at articulating an issue to peers and soliciting input
• Learn how to align resources and activities necessary to drive change
• Identify and prepare for the potential roadblocks that may arise
• Build a network of GMP peer advisors who can provide diverse feedback

Powerful Lineup of Faculty and Industry Guest Speakers
HBS thought leaders share groundbreaking insights, practice-based experience, and proven frameworks, while distinguished industry leaders reveal how they overcame critical business challenges.

Ajay Banga – President and CEO, MasterCard
Hubert Joly – Chairman and CEO, Best Buy Co. Inc.
Lyn Kirby – Chairman and former CEO, Beauty Brands
Ray Mabus – Former Secretary of the U.S. Navy
Leo F. Mullin – Former CEO and Chairman, Delta Airlines
Shantanu Narayen – Chairman, President and CEO, Adobe
Terry Virts – Former NASA Astronaut and Commander on the International Space Station

Site Visits
During on-site tours of successful local companies, you will gain firsthand insight into how business leaders are taking advantage of new opportunities to drive innovation and growth.

The GMP Network
Once you’ve completed the program, the GMP alumni website will keep you connected to your peers worldwide via webinars, renewal programs, and GMP reunions—and provides exclusive support tools and resources to foster lifelong learning.
A CAREER-CHANGING EXECUTIVE EXPERIENCE.

GMP provides a highly integrated, multidisciplinary view of strategy, leadership, and the organization. Working with the HBS faculty, a diverse group of global executives, and a professional HBS Executive Coach, you will improve your ability to:

- Identify, frame, and solve complex business challenges
- Build cooperation across disciplines and drive organizational change
- Develop winning strategies and strong teams
- Anticipate and respond to competitive threats

Building Foundational Skills
- Strengthen core business knowledge and terminology before you arrive on campus
- Complete self-directed assignments to build a solid foundation in financial management, strategy formulation, and accounting
- Set aside 12 to 15 hours per week to complete this work during the four weeks leading up to Module 2

Sharpening Diagnostic Skills
- Define and explore a personal path to authentic leadership that enables you to earn the trust and respect of subordinates, peers, and shareholders
- Enhance your analytical skills and expand your knowledge of financial management, human resources management, strategy formulation, accounting, marketing, operations, and negotiations
- Broaden your diagnostic abilities by studying cross-functional problems that require comprehensive, long-term action plans
- Develop your personal strategy statement for a challenge facing you and your organization

Applying the Knowledge
- Complete various self-directed assignments and assessments and gather 360-degree feedback from your peers and boss
- Transform your personal strategy statement into a detailed personal action plan
- Develop a business case, focusing on challenges related to implementing your proposed strategy
- Share your personal strategy statement, action plan, and business case with your boss and team and gather their feedback

Action-Oriented Leadership
- Analyze the ethical, motivational, and performance challenges associated with leadership
- Expand your ability to act as an agent of organizational change and help your business capitalize on evolving technology and globalization
- Review assessment results with your personal coach, evaluate your leadership abilities, and identify areas for improvement
- Present your customized case to your living group and finalize your personal action plan

Lifelong Learning

After completing GMP, you will become a lifetime member of the global HBS alumni community. You will have exclusive access to a wealth of resources and support tools that facilitate lifelong learning, growth, and success.
LIVING AND LEARNING AT HBS.

GMP is a highly structured yet deeply personal experience that is carefully designed to facilitate your growth. Your learning will take place on your own, in your living group, and in the larger classroom, driven by the renowned HBS case method.

Diverse Living Groups

Eight bedrooms—each with a private bath and personal computer/TV—are situated suite style around a common living area. HBS carefully selects living group members who span industries, countries, and functions. This diversity of perspectives not only enriches your learning experience, but also expands your global network.

Cutting-Edge Classrooms

Our signature classrooms are designed to engage participants in a dynamic exchange with HBS faculty and senior executives who represent diverse companies across the globe.

Private Fitness and Wellness Offerings

Exercise your options at Shad Hall:

- Indoor walking/jogging track
- Basketball/racquetball/squash courts
- Outdoor tennis courts and indoor table tennis
- Class studios
- Extensive fitness equipment
- Mindfulness
- Swimming pool
- Locker rooms with whirlpool, steam, and sauna

Historic and Cultural Hub

HBS is located in the historic Boston-Cambridge area. Harvard Square is within walking distance, and Boston is right across the Charles River. You'll find a rich array of arts, music, sports, dining, shopping, and other recreational activities.

“I learned that managers need to ask the right questions to uncover the right answer.”

Daniel Gutwein
Director of Worldwide Product Marketing, Intel, U.S.
### FOR MORE INFORMATION

Program Advising Team  
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., call +1.617.495.6555)  
**Fax:** +1.617.495.6999  
www.exed.hbs.edu/brochure/gmp

### DATES & PROGRAM FEES

#### JAN–APR 2019 SESSION

- **Program Fee:** $72,000
- **Module 1:** 14 JAN–09 FEB 2019  
  - **Module 2:** 10 FEB–08 MAR 2019  
  - **Module 3:** 09 MAR–06 APR 2019  
  - **Module 4:** 07–26 APR 2019

#### AUG–NOV 2019 SESSION

- **Program Fee:** $72,000
- **Module 1:** 01 AUG–02 SEP 2019  
  - **Module 2:** 03–27 SEP 2019  
  - **Module 3:** 28 SEP–26 OCT 2019  
  - **Module 4:** 27 OCT–15 NOV 2019

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Distance learning at your home or office.

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