



H A R V A R D | B U S I N E S S | S C H O O L
E X E C U T I V E E D U C A T I O N

Advanced Management Program (AMP)

Transforming Proven Leaders into Global Executives

AMP 181: September 5 to October 28, 2011

Table of Contents

- I. Harvard Business School**
- II. Program Objectives**
- III. Program Participants**
- IV. Faculty**
- V. Thematic Overview**
- VI. Course Curriculum**
- VII. A Typical Day**
- VIII. Living Groups**
- IX. Value Proposition**
- X. AMP 181 Class Photo**



I. Harvard Business School

Mission:

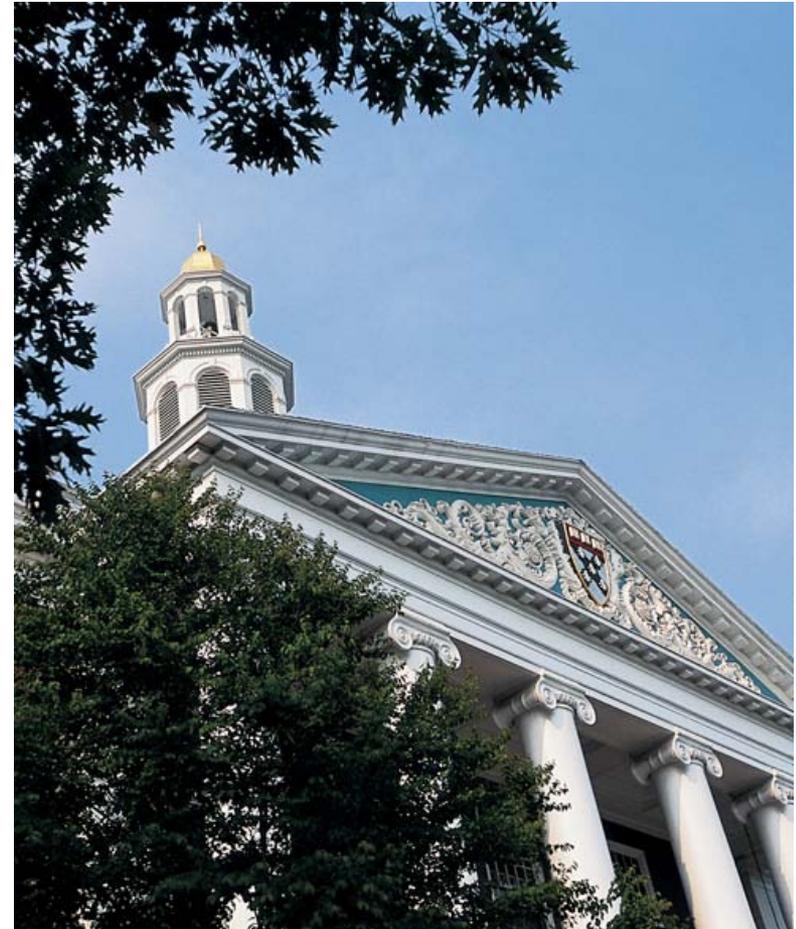
- Educate leaders who make a difference in the world

The School:

- Founded in 1908
- Celebrated Centennial in 2008
- General management focus
- More than 220 faculty members
- Educating executives for 70 years

Case-based Learning:

- Uses text, data, and video to describe important challenges confronting executives
- Simulates real-world complexity, enhances diagnostic skills, and forces an action orientation among participants
- Provides a setting for participants to share perspectives, experiences, and knowledge



II. Program Objectives

- **Develop a heightened awareness of the external forces shaping global competition**
- **Assemble a portfolio of leadership approaches and discern how to apply the right technique to each unique set of circumstances**
- **Engage in a process of self-assessment and reflection that enables participants to improve their performance as senior leaders**
- **Acquire strategic frameworks and tools for their company to stay ahead of the competition**
- **Gain the high level of confidence that translates into effective decision making organization-wide**
- **Establish an invaluable network of global peers for exploring challenges and opportunities as their careers evolve**

II. Program Objectives (continued)

Intellectual Leadership and Transformational Experience

- **EXPERTISE:** Acquire in-depth knowledge through immersion in key management topics
- **INTEGRATION:** Explore the broad, integrated role of senior management in driving performance across businesses
- **INDIVIDUAL AND LEADERSHIP DEVELOPMENT:** Engage in an all-encompassing assessment of professional and personal strengths and weaknesses
- **INTROSPECTION:** Inventory new knowledge and identify ways to incorporate the concepts and strategies within the organization
- **ACTION PLANNING:** Develop detailed individual and organizational strategies that can be leveraged back in the office
- **GLOBAL PEER NETWORK:** Assess a valuable network of high-level, accomplished global executives for mutual teaching and support

III. Program Participants

- Since 1945, more than 21,000 executives have become AMP alumni
- Typically have a significant background in general management
- Work in companies with annual revenues ranging from 250 million to several billion dollars
- Represent widely diverse industries, and come from countries across all continents



III. Program Participants (continued)

- Includes 176 Senior Executives
- Become HBS Alumni upon graduating
- 36 countries represented:
 - 37% Asia/Pacific
 - 25% Europe
 - 28% North America
 - 5% Africa
 - 4% South America
 - 1% Middle East
- Representative companies include:
 - A.P. Moller-Maersk Group, Alcatel-Lucent, BNSF Railway, The Boeing Company, Chick-Fil-A, Inc., Coca-Cola Enterprises, Deutsche Bank AG, Duke Energy Corporation, Henkel AG & Co. KGaA, Holcim, Mitsubishi Corporation, Nedbank Ltd., Siam City Cement Public Company Limited, St. Jude Medical, Tata Technologies, Teco Energy, and Toshiba Corporation.



III. Program Participants (continued)

Industry	No. of Participants	Industry	No. of Participants
Other Manufacturing	13	Retailing/Wholesaling	3
Commercial Banking	10	Aero/Auto/Tran Equipment	3
Energy Extratv. Minerals	10	Consulting	3
Investment Management/Banking/Brokerage	8	Consumer Products	3
Agriculture, Food/Beverage	8	Food Service/Lodging	3
Telecommunications	8	Education	2
Chemicals/Pharmaceuticals/Medical/Health Care Devices	7	Other Communications	2
Utilities	7	Other Non-Profit	2
Government	6	Printing, Publishing	2
Insurance & Diversified Financials	6	Construction	2
Trading	6	Accounting	1
Computer-Related Services	6	Computers/Hardware	1
High Tech/Electronics	5	Entertainment/Leisure	1
Other Services	5	Housing/Urban Development	1
Real Estate	5	Military	1
Transportation	5	Product & Equipment Suppliers	1
Engineering	4	Advocacy	1
Health Services	4	Software	1
Diversified Manufacturing and Non-manufacturing	4	Other	16

IV. Core Faculty

AMP is taught by HBS faculty members who are skilled educators, groundbreaking researchers, and award-winning authors:



- **William E. Fruhan, Jr.** is a Baker Foundation Professor and a member of the Finance Unit
 - Fruhan was one of the early developers of the concept of value-based management, and currently conducts his research in developing business-level and corporate strategies aimed at enhancing shareholder value.
-



- **Ranjay Gulati** is the Jaime and Josefina Chua Tiampo Professor of Business Administration and a member of the Organizational Behavior Unit
 - Gulati's research focuses on inter-organizational relationships, with an emphasis on interfirm strategic alliances, which include voluntary exchange or co-development of products, technologies, or services between firms.
-

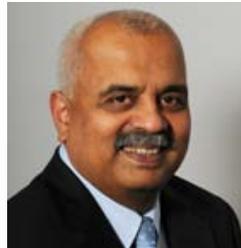


- **Paul M. Healy** is the James R. Williston Professor of Business Administration and Henry B. Arthur Fellow and Senior Associate Dean, Director of Research
 - Healy's primary teaching interests include corporate governance and accountability, equity research at financial services firms, strategic financial analysis and financial reporting
-

IV. Core Faculty (continued)



- **Cynthia A. Montgomery** is the Timken Professor of Business Administration; a member of Strategy Unit
 - Montgomery's research centers on the human side of strategy, and in particular the unique and abiding role leaders play in the formulation and implementation of strategy.
-



- **Das Narayandas** is the James J. Hill Professor of Business Administration; a member of Marketing Unit; and the faculty chair of the Advanced Management Program
 - Narayandas is engaged in ongoing research on vendor firms' management of long-term customer relationships.
-



- **Ananth Raman** is the UPS Foundation Professor of Business Logistics
 - Raman specializes in operations management and he teaches courses in supply chain management, service operations, and the investor's perspective on operations to MBA students and executive education participants.
-

IV. Core Faculty (continued)

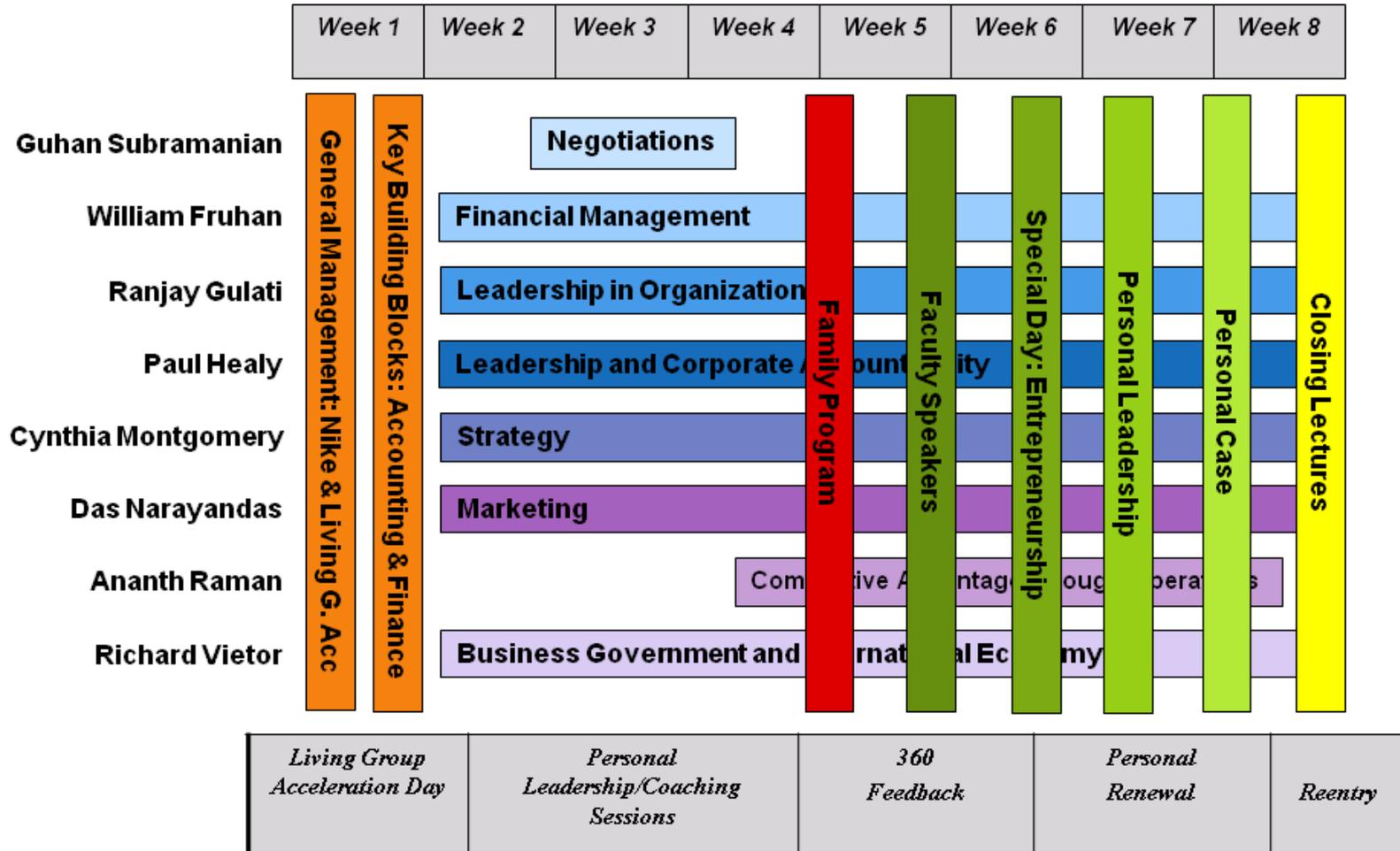


- **Guhan Subramanian is the H. Douglas Weaver Professor of Business Law, and the Joseph Flom Professor of Law and Business; member of the Negotiation, Organizations, and Markets Unit; and Senior Associate Dean**
 - **Subramanian's research explores topics in negotiations, corporate dealmaking, and deal process design.**
-



- **Richard H. K. Vietor is the Paul Whiton Cherington Professor of Business Administration; member of the Business, Government, and the International Economy Unit; and Senior Associate Dean**
 - **Vietor has been studying how national governments foster economic development and compete in a globalized economy.**
-

AMP 181 Design Overview



VI. Course Curriculum

Establishing a Common Understanding of Accounting and Finance

Content

- Global accounting principles
- Financial statements
- Financial planning
- Resource allocation

Value

Develops an intuitive understanding of finance and accounting that will inform many of the key organizational decisions that senior leaders will be called upon to make

Leveraging the Power of Marketing

Content

- Customer management
- Corporate brand management
- Marketing and the CEO

Value

Prepares senior executives to oversee the management of marketing across multiple areas and to maximize greater bottom line and shareholder value

VI. Course Curriculum (continued)

Leading in the Global Economy

Content

- Policy issues in countries worldwide
- Up-to-date global intelligence
- Executive decision making

Value

Takes a macroeconomic view of the international business environment, providing strategic insights providing strategic insights that help senior executives lead the organization during convergence and conflict

Mastering the Essentials of Corporate Financial Management

Content

- Profitability and growth
- Capital cost and cash flow
- Shareholder value

Value

Provides the tools to improve the assessment of financial systems and to leverage the resources for competitive advantage

VI. Course Curriculum (continued)

Setting Competitive and Corporate Strategy

Content

- Environmental scanning
- Competitive positioning
- Competitive sustainability
- Corporate strategy

Value

Provides the concepts and frameworks that are critical to analyzing and devising a sound corporate strategy

Managing Innovation and Organizational Effectiveness

Content

- Winning in the short term
- Leading innovation streams
- Leadership and change

Value

Covers the areas in which organizations must excel in order to deliver and sustain short-term and long-term effectiveness

VI. Course Curriculum (continued)

Negotiating to Capture Maximum Value

Content

- Decision-making skills audit
- Key tenets of negotiations
- Complex negotiations

Value

Enables participants to approach negotiations situations more systematically and achieve better outcomes for their organizations and themselves

Developing Leaders

Content

- Personal development
- Taking charge
- Driving and Directing Processes

Value

Provides a platform for assessing strengths and weaknesses, receiving peer coaching, developing objectives for personal and professional growth, and creating a personalized plan for resuming leadership

VI. Course Curriculum (continued)

Building Competitive Advantage through Operations: Addressing “Little” Problems and Celebrating “Regular” People

Content

- Explores how some companies derive extraordinary work from “regular people
- Focus on “little” problems organizations have to attend with every
- Examine problems relating to quality, availability and service

Value

Focuses on operational execution, empathy, and the role of the investors in achieving operational excellence

Leadership and Corporate Accountability

Content

- Review responsibilities of companies, their leaders, and their boards
- Deepen understanding of economic, legal, and ethical dimensions
- Explore elements of good governance
- Consider role of business in society

Value

Enables participants to consider the role and significance of the leader’s own behavior and beliefs, and review social science findings that bear on good governance

VI. Course Curriculum (continued)

Corporate Restructuring in the U.S. and Internationally

Content

- Discuss financial restructuring
- Review negotiations
- Examine financial systems

Value

Focuses on corporate restructuring within the United States and internationally

Additional Integrative Learning

Content

- Decision-making processes
- Balanced scorecard
- Negotiation
- Corporate responsibility
- Technology operations management
- Emerging markets
- Outsourcing

Value

Offers several targeted sessions to extend the core curriculum and provide integrative learning experiences in challenging areas

VII. A Typical Day

<u>Time</u>	<u>Class/Activity</u>
6:00 a.m.	Exercise
7:00–8:00 a.m.	Breakfast
8:30–10:00 a.m.	Classroom case discussion—the case focuses on the current economy in light of previous administration policies
10:00–10:30 a.m.	Break
10:30 a.m.–12:00 p.m.	Interactive lecture related to case—the lecture “tours” a company’s annual report to uncover the strategies, performance, problems, and opportunities of various business segments and the corporation as a whole
12:00 –1:00 p.m.	Lunch with peers



VII. A Typical Day (continued)

<u>Time</u>	<u>Class/Activity</u>
1:15–2:45 p.m.	Classroom case discussion — the case centers on managing organizational effectiveness, including issues of leadership, managing change, managing growth, and organizational culture
3:00–4:15 p.m.	Guest speaker/ optional session
4:30–6:30p.m.	Individual case preparation/free time
6:30–7:30 p.m.	Dinner with peers
8:00–10:00 p.m.	Living group discussion



VIII. Living Groups

Structure

- Eight- to nine-person living groups that share a common area and workgroup space
- HBS selected members who represent a broad diversity of industries, geographic regions, and functional backgrounds

Benefits

- Enables participants to build personal relationships
- Develops a network of global leaders from sharing advice and insights
- Permits access to the extensive alumni network



IX. Value Proposition

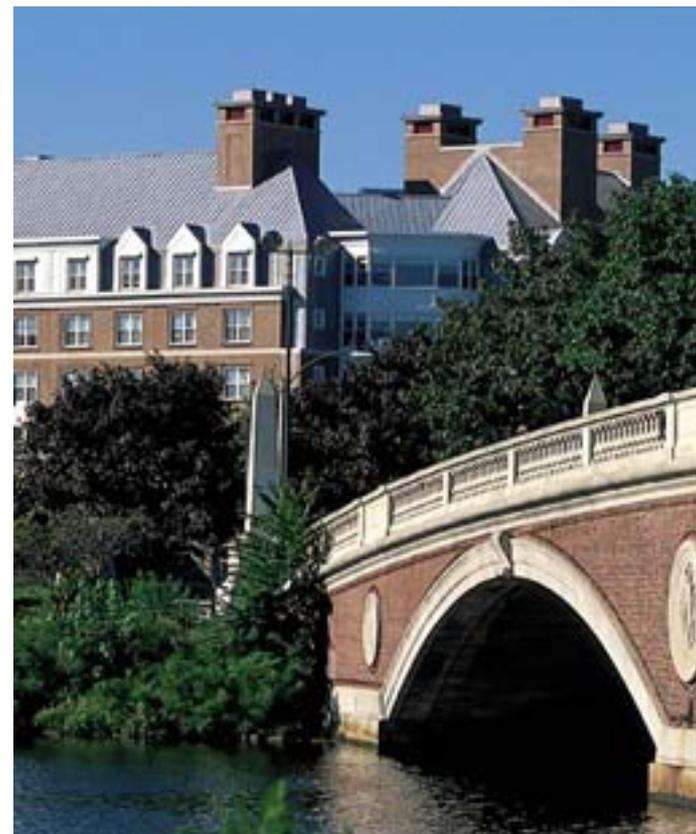
At the conclusion of the program, AMP graduates leave with:

- **A heightened awareness of the external forces shaping global competition**
- **Strategic frameworks and tools for the company to stay ahead of its competitors**
- **A portfolio of management approaches for applying the right technique to each unique set of circumstances**
- **The critical skills to succeed in senior institutional leadership**
- **A higher level of confidence that translates into effective decision making organization-wide**
- **A deeper degree of self reflection that enables them to assess their performance as senior leaders**
- **An invaluable network of global peers for talking through challenges and opportunities as their careers evolve**

IX. Value Proposition (continued)

AMP graduates are strategically positioned to:

- **Look beyond the horizon and formulate a proactive, competitive strategy**
- **Enhance synergies and drive innovation at all levels of the organization**
- **Act on their understanding in innovative ways that will enhance the performance of their organizations**
- **Make the toughest decisions with skill and confidence, applying a greater understanding of global business**
- **Drive organizational transformation by leading strategically, responsibly, and ethically**



X. AMP 181 Class



Advanced Management Program 181
September 5 - October 28, 2011
Harvard Business School

