



**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:

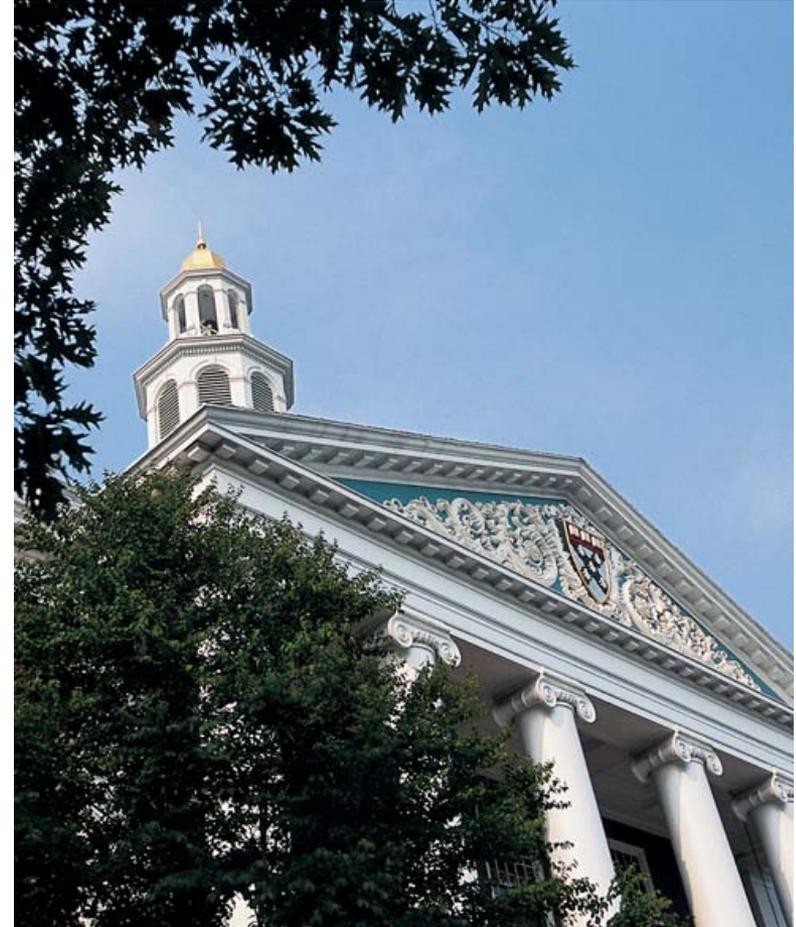
- Educate leaders who make a difference in the world

## 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.
- 



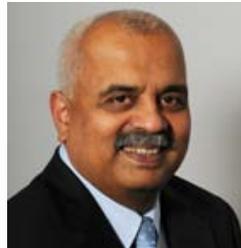
- **Paul M. Healy** is the James R. Williston Professor of Business Administration and Henry B. Arthur Fellow and Senior Associate Dean, Director of Research
  - Healy's primary teaching interests include corporate governance and accountability, equity research at financial services firms, strategic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

---

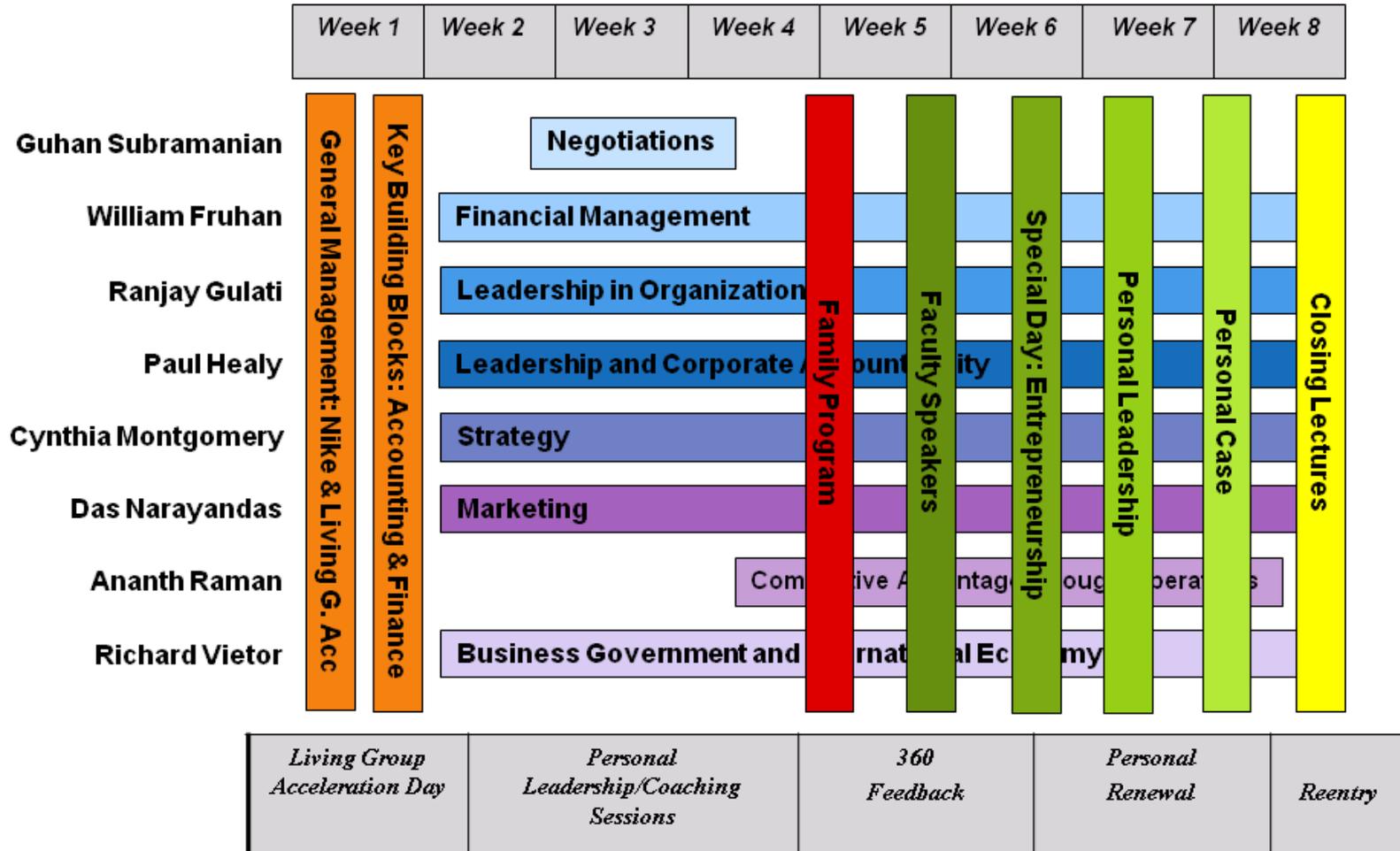


- **Guhan Subramanian is the H. Douglas Weaver Professor of Business Law, and the Joseph Flom Professor of Law and Business; member of the Negotiation, Organizations, and Markets Unit; and Senior Associate Dean**
  - **Subramanian's research explores topics in negotiations, corporate dealmaking, and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

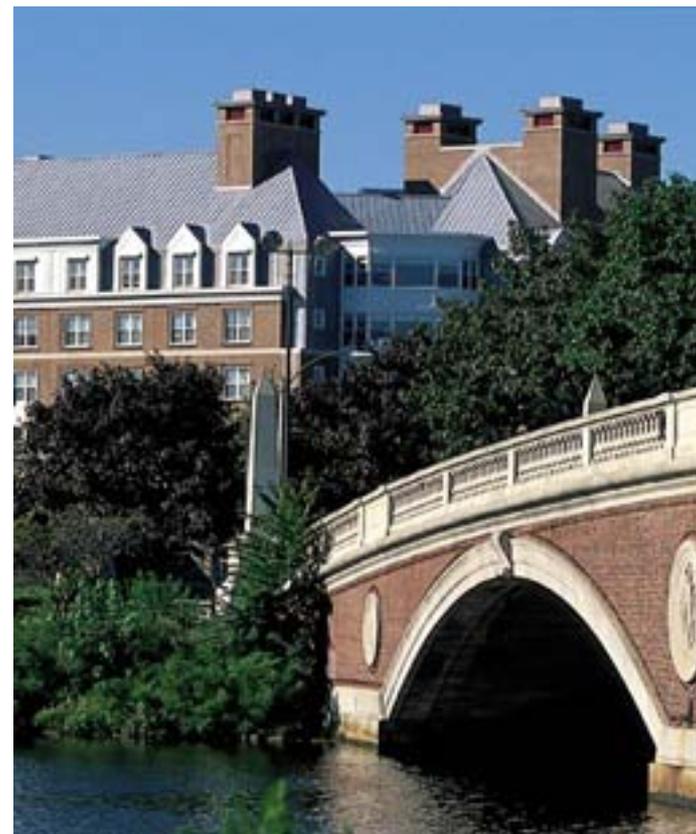
*At the conclusion of the program, AMP graduates leave with:*

- **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

