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

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

Active Learning, Practical Insights

Global Curriculum  Today's economy transcends global boundaries and cultural realities. Our programs bring current global business practices from around the world to bear on your goals, your career, and your organization. Your learning is enhanced by the work of our eight 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 and Leading among Equally Driven Peers
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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 eight key regions—and state-of-the-art classrooms in Boston, Mumbai, Shanghai, and programs in Europe—the HBS faculty develops groundbreaking research and forges powerful alliances with leaders of industry, government, and academia.

Each year, nearly 10,000 business executives from leading global organizations attend over 80 open-enrollment Executive Education programs and more than 60 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.

Participant Profile: CEOs, COOs, presidents, and managing directors of companies with annual sales of at least $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.

MAY 2016 SESSION
08–27 MAY 2016
$ 40,500 (UNIT 1 ONLY)

SEP 2016 SESSION
11–30 SEP 2016
$ 40,500 (UNIT 1 ONLY)

HBS Campus, Boston, MA

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

Summary: A transformational experience designed to enhance your portfolio of leadership approaches—taking your career and company to the next level of success.

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.

MAR 2016 SESSION
29 MAR–18 MAY 2016
$ 78,000

SEP 2016 SESSION
06 SEP–26 OCT 2016
$ 78,000

HBS Campus, Boston, MA
GENERAL MANAGEMENT PROGRAM (GMP)
WWW.EXED.HBS.EDU/CATALOG/GMP/

Summary: Absorb the skills necessary to move beyond one area of expertise and become exceptional cross-functional leaders.

Participant Profile: Executives with recently acquired general management responsibilities who need a broader perspective on company operations, or who will soon become business unit, divisional, or regional leaders.

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.

AUG–NOV 2016 SESSION
- Module 1: 01 AUG–05 SEP 2016 (off campus*)
- Module 2: 06–30 SEP 2016 (on campus)
- Module 3: 01–29 OCT 2016 (off campus*)
- Module 4: 30 OCT–18 NOV 2016 (on campus)
- Module 5: POST-PROGRAM (off campus*)
$ 66,000

FEB–MAY 2017 SESSION
- Module 1: 01–25 FEB 2017 (off campus*)
- Module 2: 26 FEB–24 MAR 2017 (on campus)
- Module 3: 25 MAR–22 APR 2017 (off campus*)
- Module 4: 23 APR–12 MAY 2017 (on campus)
- Module 5: POST-PROGRAM (off campus*)
$ 68,000

HBS Campus, Boston, MA

* Distance learning at your home or office.

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

Summary: An accelerated learning experience 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.

JUL 2016–FEB 2017 SESSION
- Module 1: 11 JUL–01 OCT 2016 (off campus*)
- Module 2: 02–14 OCT 2016 (on campus)
- Module 3: 15 OCT 2016–21 JAN 2017 (off campus*)
- Module 4: 22 JAN–03 FEB 2017 (on campus)
$ 47,000

DEC 2016–JUN 2017 SESSION
- Module 1: 05 DEC 2016–25 FEB 2017 (off campus*)
- Module 2: 26 FEB–10 MAR 2017 (on campus)
- Module 3: 11 MAR–17 JUN 2017 (off campus*)
- Module 4: 18–30 JUN 2017 (on campus)
$ 48,000

HBS Campus, Boston, MA
The HBS campus puts you in the heart of Boston-Cambridge, one of the world’s most historic and culturally enriching regions.
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 simultaneously.

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.

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 to your clients.

Participant Profile: Senior executives and practice leaders who are responsible for defining corporate, legal, 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
03–09 APR 2016
$ 14,000
HBS Campus, Boston, MA

SESSION 2
12–18 JUN 2016
$ 14,000
HBS Campus, Boston, MA
CUSTOMER-CENTRIC STRATEGIES

Transform your business into a customer-driven enterprise by restructuring around customer needs.

LEADING GROWTH THROUGH CUSTOMER CENTRICITY—INDIA
WWW.EXED.HBS.EDU/CATALOG/LGCCI/

Summary: Build a customer-centric organization that can innovate, compete, and grow in a complex and competitive market.

Participant Profile: Senior executives in large established business-to-business or business-to-consumer companies who have the authority to initiate change across the organization.

Key Benefits: Match your company’s capacity, cost structure, and business conditions to the right customer at the right time; create new revenue streams; and drive profitability and growth.

📅 22–25 FEB 2016
 ₹ INR 2,60,000 plus service tax
📍 Taj Lands End, Mumbai, India
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 4+ family members representing both genders and two generations.

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

09–14 OCT 2016
$42,000 for teams up to 4/
$10,000 each additional person
HBS Campus, Boston, MA

“This was an immensely stimulating experience. Every day was intense but extremely rewarding.”

Michael Lagowski
Manager, CSR/Strategy & Development
Mitsubishi Corporation (Americas), U.S.
LEADING AND TRANSFORMING FAMILY BUSINESSES—CHINA New!
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 2016 SESSION
Module 1: 18–23 MAR 2016
Module 2: 15–20 MAY 2016
Module 3: 10–15 JUL 2016
$ 45,000 USD
Module 1: GSM, Peking University, Beijing, China
Module 3: HBS, Boston, MA, U.S.

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.

10–15 APR 2016
$ 12,250
HBS Campus, Boston, MA
“HBS TAKES PEOPLE FROM AROUND THE WORLD, PUTS THEM IN AN ENVIRONMENT WHERE THEY’RE INTERACTING WITH EACH OTHER VERY INTENSIVELY, AND MAKES IT WORK. EVERYONE WAS TAKING GREAT IDEAS FROM EACH OTHER AND LEARNING ON A DAILY BASIS. I BELIEVE THAT’S AN ASPECT OF THE PROGRAM NOT FOUND ANYWHERE ELSE.”

Calvin Dalton
SENIOR REGIONAL PROJECT MANAGER
BAE SYSTEMS, U.S.
FINANCE
Acquire the knowledge to make sound decisions, and develop financing and investment strategies that maximize performance.

DRIVING CORPORATE PERFORMANCE
WWW.EXED.HBS.EDU/CATALOG/DCP/

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

Participant Profile: Senior financial executives 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.

17–22 JUL 2016
$ 12,250
HBS Campus, Boston, MA

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
07–12 FEB 2016
$ 12,250

SESSION 2
10–15 JUL 2016
$ 12,250
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.

25–29 APR 2016
$11,500
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.

30 MAR–02 APR 2016
$9,000
HBS Campus, Boston, MA

250 case studies researched and written by faculty in fiscal year 2015
GLOBALIZATION
Study the macroeconomic issues shaping economic events, and position your organization for global competitive advantage.

BUILDING A GLOBAL ENTERPRISE—INDIA
WWW.EXED.HBS.EDU/CATALOG/BGEI/

Summary: Identify your company's unique value proposition and be poised to succeed.

Participant Profile: Participants are typically from large established Indian companies, smaller innovative companies, multinational companies, and investment firms.

Key Benefits: Build a competitive advantage in India by understanding the key trends, driving growth, and managing talent in a market with high mobility and turnover.

GLOBAL CEO PROGRAM FOR CHINA
WWW.EXED.HBS.EDU/CATALOG/GCPC/

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

Participant Profile: Seasoned, ethically responsible business leaders who represent 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.
GOVERNANCE

Lead with greater transparency, accountability, and efficiency to build more productive and more effective boards.

AUDIT COMMITTEES IN A NEW ERA OF GOVERNANCE

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.

31 JUL–02 AUG 2016
$ 6,000
HBS Campus, Boston, MA

COMPENSATION COMMITTEES

Summary: Design more effective compensation policies that tie business strategies to company performance as well as 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.

03–05 AUG 2016
$ 6,000
HBS Campus, Boston, MA
“The faculty was truly exceptional, not only because of their expertise and individual intellect and knowledge and research, but also because they understood how to teach experienced executives in a different way than they’d teach younger students.”

Gisel Ruiz
EXECUTIVE VICE PRESIDENT, INTERNATIONAL PEOPLE DIVISION
WALMART, U.S.
HEALTH CARE

Leverage new advances in health care delivery, balance competing demands, and improve performance and outcomes.

BUSINESS INNOVATIONS IN GLOBAL HEALTH CARE

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.

| 22–25 JUN 2016 | $ 9,000 |
| HBS Campus, Boston, MA |

MANAGING HEALTH CARE DELIVERY

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 2015–MAY 2016 SESSION

Module 1: 16–21 OCT 2016
Module 2: 05–10 MAR 2017
Module 3: 14–19 MAY 2017

$ 24,000

HBS Campus, Boston, MA
VALUE MEASUREMENT FOR HEALTH CARE
WWW.EXED.HBS.EDU/CATALOG/VMHC/

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

**Participant Profile:** 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.

| SESSION 1 | 18–20 APR 2016 | $ 6,000 |
| HBS Campus, Boston, MA |

| SESSION 2 | 12–14 DEC 2016 | $ 6,000 |
| HBS Campus, Boston, MA |

STRATEGY FOR HEALTH CARE DELIVERY
WWW.EXED.HBS.EDU/CATALOG/HCS/

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

| 04–06 JAN 2017 | $ 6,250 |
| HBS Campus, Boston, MA |
“I INTERACTED WITH VERY BRIGHT PEOPLE FROM DIFFERENT CULTURES, FUNCTIONS, AND MARKETS, WHO SHARED THEIR UNIQUE VISION ON A SPECIFIC PROBLEM. THIS HELPED ME TO OPEN MY MIND AND SEE PROBLEMS AND SOLUTIONS IN A NEW WAY.”

Denis Ramboux
SALES AND MARKETING DIRECTOR
AGC, BRAZIL
INNOVATION
Examine the structures and strategies that drive innovation, growth, and new levels of efficiency and effectiveness.

DRIVING GROWTH THROUGH INNOVATION—INDIA
WWW.EXED.HBS.EDU/CATALOG/DGTI/

Summary: Identify and leverage new opportunities, manage today's diverse risks, and foster innovation-driven growth.

Participant Profile: Senior managers responsible for the development and marketing of new products and services in large established companies.

Key Benefits: Keep your company at the forefront of innovation by managing projects to achieve strategic goals, fostering an experimentation mindset, and reducing innovation time-to-market.

08–11 AUG 2016
₹ INR 2,60,000 plus service tax
Taj Lands End, Mumbai, India

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.

01–05 FEB 2016
$ 10,000
HBS Campus, Boston, MA
LEADERSHIP
Spearhead organizational change, drive performance, cultivate innovation, and develop your own personal leadership style.

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

Summary: Explore global food, fiber, and fuel system dynamics—gaining 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.

08–11 JAN 2017
$ 9,500
HBS Campus, Boston, MA

AGRIBUSINESS SEMINAR—LATIN AMERICA New!
WWW.EXED.HBS.EDU/CATALOG/AGBLA/

Summary: This dynamic industry forum gathers senior agribusiness leaders together in Argentina to explore innovations, share best practices, and shape the global future.

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.

29 MAY–01 JUN 2016
$ 9,000
Argentina
AUTHENTIC LEADERSHIP DEVELOPMENT
WWW.EXED.HBS.EDU/CATALOG/ALD/

Summary: Uncover the unique characteristics that comprise your authentic leadership—enabling you to 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
08–13 FEB 2016
$ 14,500

SESSION 2
28 AUG–02 SEP 2016
$ 14,500

SESSION 3
28 NOV–03 DEC 2016
$ 14,500

HBS Campus, Boston, MA

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

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

Participant Profile: Top performers with 10–15 years of experience in roles of increasing responsibility. Individuals are welcome; teams of 3–5 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.

SESSION 1
05–10 JUN 2016
$ 15,000

SESSION 2
30 OCT–04 NOV 2016
$ 15,000

HBS Campus, Boston, MA

80+
open-enrollment programs
**LEADERSHIP BEST PRACTICES**

**Summary:** Learn the leadership best practices that world-class companies use to help their executives become visionary leaders.

**Participant Profile:** Senior executives with significant management responsibilities at large established companies.

**Key Benefits:** Develop a strategic vision that yields measurable results, create processes for continual innovation, and gain groundbreaking best practices to help your company succeed.

**Start Date:** 29 Nov–03 Dec 2016  
**Location:** HBS Campus, Boston, MA  
**Price:** $11,500

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**LEADERSHIP FOR SENIOR EXECUTIVES**

**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.

**Start Date:** 28 Mar–02 Apr 2016  
**Location:** HBS Campus, Boston, MA  
**Price:** $14,500

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**LAW FIRM LEADERSHIP AND MANAGEMENT—CHINA**

**Summary:** Differentiate your law firm, deliver more value, and design a strategy to seize growth opportunities in China’s changing legal sector.

**Participant Profile:** Senior executives in law firms operating in China, including heads of firms or practices, managing partners, executive committee members, country managers, regional managers, or heads of local offices.

**Key Benefits:** Drive success for your law firm in China’s dynamic legal sector by designing a forward-looking competitive strategy and aligning your team to execute.

**Start Date:** 07–12 Aug 2016  
**Location:** Harvard Center Shanghai, Shanghai, China  
**Price:** $10,000 USD
LEADING GLOBAL BUSINESSES

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

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

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

07–12 FEB 2016
$ 14,500
HBS Campus, Boston, MA
LEADING WITH IMPACT

Summary: By exploring the best practices of extraordinary leaders, expand your leadership potential, manage teams more effectively, and lead with confidence.

Participant Profile: Emerging leaders with 10+ years of experience in roles of increasing responsibility.

Key Benefits: Better manage and develop teams, use the force of personal conviction to lead more effectively, and identify the next class of high-potential leaders in your organization.

04–08 JUL 2016
€ 9,000
London, England

MAXIMIZING YOUR LEADERSHIP POTENTIAL—INDIA

Summary: Build your leadership skills to better manage disruptive change and exploit emerging opportunities.

Participant Profile: Senior executives with at least 10 years of professional experience. Appropriate for general managers and functional executives.

Key Benefits: Adapt your management style to meet every challenge; build productive, cohesive teams; and drive change to meet your organization’s strategic objectives.

06–09 FEB 2017
₹ INR 2,60,000 plus service tax
Taj Lands End, Mumbai, India

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.

JUL 2016–JUN 2017 SESSION
Module 1: 17–22 JUL 2016
Module 2: 17–28 OCT 2016
Module 3: 22 JAN–03 FEB 2017
Module 4: 29 MAY–10 JUN 2017
₹ INR 30,00,000 plus service tax
Module 1: HBS, Boston, MA, U.S.
Module 2: Taj Lands End, Mumbai, India
Module 3: Taj Lands End, Mumbai, India
Module 4: HBS, Boston, MA, U.S.

SENIOR EXECUTIVE PROGRAM—CHINA
WWW.EXED.HBS.EDU/CATALOG/SEPC/

Summary: Gain the integrated knowledge and global perspective required to successfully lead your organization in China and around the world.

Participant Profile: An elite group of senior executives at large established Chinese state-owned and private companies, and multinational companies with operations in China.

Key Benefits: Stay ahead of your competitors by implementing effective strategies, understanding the issues facing Chinese companies in global markets, and enhancing your leadership skills.

AUG–DEC 2016 SESSION
Module 1: 21–27 AUG 2016
Module 2: 16–22 OCT 2016
Module 3: 04–16 DEC 2016
$ 61,000 USD
Module 1: Tsinghua-SEM, Beijing, China
Module 2: CEIBS, Shanghai, China
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.

06–10 JUN 2016
$ 10,750
HBS Campus, Boston, MA
MANAGEMENT

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

COMPETING ON BUSINESS ANALYTICS AND BIG DATA

WWW.EXED.HBS.EDU/CATALOG/DATA/

Summary: Harness the potential of “big data” to make more informed business decisions in complex markets and reshape your company through information platforms.

Participant Profile: C-level executives at large established companies who are interested in improving their decision-making skills through analytics.

Key Benefits: Gain a competitive advantage by using analytics and explore leading-edge information management tools for capturing, organizing, and acting on data.

05–08 JUN 2016
$ 9,000
HBS Campus, Boston, MA

REAL ESTATE EXECUTIVE SEMINAR

WWW.EXED.HBS.EDU/CATALOG/RE/

Summary: Real estate executives learn how to navigate changing markets and build a strong portfolio.

Participant Profile: Property investors, leaders of real estate firms, infrastructure providers, and public officials interested in resource efficiency, regional competitiveness, and sustainable urbanization.

Key Benefits: Identify and capitalize on emerging market opportunities; analyze demographic, resource, and environmental constraints; and develop enduring business models for financing initiatives.

21–24 FEB 2016
$ 9,000
HBS Campus, Boston, MA
REAL ESTATE MANAGEMENT PROGRAM
WWW.EXED.HBS.EDU/CATALOG/REM/

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

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

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

09–14 OCT 2016
$ 12,250
HBS Campus, Boston, MA

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. Typical participants are senior managers, entertainment business investors, and talent representatives.

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

01–04 JUN 2016
$ 9,000
HBS Campus, Boston, MA
MARKETING & SALES

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

DRIVING DIGITAL AND SOCIAL STRATEGY

Summary: Acquire a framework for developing a social and digital strategy that drives results.

Participant Profile: Business leaders charged with developing digital and social strategies at large established companies.

Key Benefits: Examine best practices in the field, identify critical digital and social strategy challenges, and successfully overcome them to drive results.

04–08 APR 2016
$ 10,000
HBS Campus, Boston, MA

STRATEGIC MARKETING MANAGEMENT

Summary: Explore the core concepts of modern marketing management to develop your own effective customer-centric marketing strategy.

Participant Profile: Marketing and general managers at large established companies.

Key Benefits: Create and sustain value by analyzing customer needs and buying behavior, understanding competitor strengths and weaknesses, and developing strategic marketing plans.

19–24 JUN 2016
$ 12,250
HBS Campus, Boston, MA
“THE LIVING GROUP—WHAT A SIMPLE YET POWERFUL IDEA! LIVE, WORK, AND LEARN WITH SEVEN OTHER EXCEPTIONALLY BRIGHT, TALENTED, AND CULTURALLY DIVERSE INDIVIDUALS. THAT EXPERIENCE TOOK EXECUTIVE EDUCATION TO ANOTHER LEVEL.”

Reshma Kewalramani, MD
HEAD, U.S. MEDICAL ORGANIZATION
AMGEN INC., U.S.
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 behavioral economic insights 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.

- **16–21 OCT 2016**
- **$ 12,250**
- **HBS Campus, Boston, MA**

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 possible outcome 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 outcome of strategic interactions.

- **SESSION 1**
  - **20–25 MAR 2016**
  - **$ 12,250**

- **SESSION 2**
  - **31 JUL–05 AUG 2016**
  - **$ 12,250**

- **SESSION 3**
  - **30 OCT–04 NOV 2016**
  - **$ 12,250**

- **HBS Campus, Boston, MA**
NEGOTIATIONS AND DEALMAKING—INDIA
WWW.EXED.HBS.EDU/CATALOG/NEGI/

Summary: This fast-paced program will enhance your ability to negotiate more effectively, close successful deals, resolve disputes, and bring greater value to key relationships.

Participant Profile: Executives of established companies who face complex and challenging negotiations.

Key Benefits: In this dynamic program, you will expand and refine your negotiation skills and develop effective strategies that get results—whether you are closing a routine sale or inking a high-stakes deal on which your firm’s future depends.

26–29 SEP 2016
INR 2,60,000 plus service tax
Taj Lands End, Mumbai, India

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.

SESSION 1
08–13 MAY 2016
$ 12,250

SESSION 2
22–27 JAN 2017
$ 12,500
HBS Campus, Boston, MA
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.
Help your organization seamlessly adapt to cultural change, economic conditions, growing competition, and rapid market shifts.

LEADING CHANGE AND ORGANIZATIONAL RENEWAL

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 the learning impact, 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.

28 MAR–02 APR 2016
$ 14,500
HBS Campus, Boston, MA
SOCIAL ENTERPRISE
Tackle the complex challenges facing nonprofits, align social responsibility with business goals, and improve performance and outcomes.

CORPORATE SOCIAL RESPONSIBILITY
WWW.EXED.HBS.EDU/CATALOG/CSR/

**Summary:** Discover how aligning CSR strategies with organizational goals can benefit your organization and your community.

**Participant Profile:** Senior executives who direct CSR programs, oversee departments like public affairs, or have profit-and-loss responsibilities.

**Key Benefits:** Create a competitive advantage by integrating CSR best practices into key business areas and assessing risks and opportunities before making capital investments.

16–18 OCT 2016  
$ 6,000  
HBS Campus, Boston, MA
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.

19–22 OCT 2016
$ 4,500
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.

31 MAY–03 JUN 2016
$ 3,800
Harvard Kennedy School, Cambridge, MA

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.

17–23 JUL 2016
$ 5,500
HBS Campus, Boston, MA
STRATEGY
Build a strategic foundation for expanding your market share, business operations, and global reach.

ALIGNING AND EXECUTING STRATEGY—INDIA
WWW.EXED.HBS.EDU/CATALOG/AESI/

Summary: Gain effective strategies for building market share, expanding operations internationally, and maximizing your competitive advantage.

Participant Profile: Senior executives who represent companies in India that are looking to expand or multinational companies with operations in India.

Key Benefits: Develop competitive approaches that expand your company's market share, create a successful market positioning strategy, and set the stage for strategy implementation.

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.
BUILDING AND SUSTAINING A SUCCESSFUL ENTERPRISE
WWW.EXED.HBS.EDU/CATALOG/BSSE/

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.

SESSION 1
08–13 AUG 2016

SESSION 2
28 NOV–03 DEC 2016

$14,500 (program only)
$21,300 (program tuition for one person plus five licenses to the HBX online course: Disruptive Strategy with Clayton Christensen)

HBS Campus, Boston, MA

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

Summary: Join other leaders of multibusiness 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 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.

13–18 MAR 2016
$12,250
HBS Campus, Boston, MA
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.

CREATING SHARED VALUE: Economic Success and Social Impact

Summary: This program helps top executives build strategies, products, structures, and partnerships that drive growth and create societal 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.
GLOBAL STRATEGIC MANAGEMENT

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.

04–09 DEC 2016
$ 12,250
HBS Campus, Boston, MA

RETAIL FORUM FOR SENIOR LEADERS

Summary: Alongside senior retail executives, 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, cultivate better customer relationships.

31 MAY–03 JUN 2016
$ 9,000
HBS Campus, Boston, MA

RISK MANAGEMENT FOR CORPORATE LEADERS

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.

04–09 DEC 2016
$ 12,250
HBS Campus, Boston, MA
STRATEGIC IQ
www.exed.hbs.edu/catalog/sa/

Summary: Inspire and lead change by cultivating the critical relationship among 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.

23–28 OCT 2016
$ 12,250
HBS Campus, Boston, MA

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.

15–20 MAY 2016
$ 14,500
HBS Campus, Boston, MA
AT-A-GLANCE

APPLICATION PROCESS
Please visit www.exed.hbs.edu for complete admission requirements and to apply online. Applications are requested at least four weeks before the program start date. Since qualified candidates are admitted on a rolling, space-available basis, early application is 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. While participants devote time and intellect to the learning experience, sponsoring companies agree to relieve individuals of their work responsibilities during the program.

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.

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., dial +1-617-495-6555)
Fax: +1-617-495-6999
Connect with us via LinkedIn, Facebook, YouTube, and Twitter: www.exed.hbs.edu/connect/
PROGRAM CALENDAR

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

### OWNER/PRESIDENT MANAGEMENT (OPM)

**Unit 1 Only**

- **MAY 2016 SESSION**
  - 08–27 MAY 2016
  - $40,500

- **SEP 2016 SESSION**
  - 11–30 SEP 2016
  - $40,500

### ADVANCED MANAGEMENT PROGRAM (AMP)

**Two Sessions**

- **MAR 2016 SESSION**
  - 29 MAR–18 MAY 2016
  - $78,000

- **SEP 2016 SESSION**
  - 06 SEP–26 OCT 2016
  - $78,000

### GENERAL MANAGEMENT PROGRAM (GMP)

**Two Sessions**

- **AUG–NOV 2016 SESSION**
  - Module 1: 01 AUG–05 SEP 2016
  - Module 2: 06–30 SEP 2016
  - Module 3: 01–29 OCT 2016
  - Module 4: 30 OCT–18 NOV 2016
  - Module 5: Post-Program
  - $66,000

- **FEB–MAY 2017 SESSION**
  - Module 1: 01–25 FEB 2017
  - Module 2: 26 FEB–24 MAR 2017
  - Module 3: 25 MAR–22 APR 2017
  - Module 4: 23 APR–12 MAY 2017
  - Module 5: Post-Program
  - $68,000

### PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)

**Two Sessions**

- **JUL 2016–FEB 2017 SESSION**
  - Module 1: 11 JUL–01 OCT 2016
  - Module 2: 02–14 OCT 2016
  - Module 3: 15 OCT 2016–21 JAN 2017
  - Module 4: 22 JAN–03 FEB 2017
  - $47,000

- **DEC 2016–JUN 2017 SESSION**
  - Module 1: 05 DEC 2016–25 FEB 2017
  - Module 2: 26 FEB–10 MAR 2017
  - Module 3: 11 MAR–17 JUN 2017
  - Module 4: 18–30 JUN 2017
  - $48,000

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* Distance learning at your home or office.
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<th>COURSE</th>
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<td><strong>BUSINESS OPERATIONS</strong></td>
<td>Achieving Breakthrough Service</td>
<td>$9,500</td>
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<td>Leading Professional Service Firms (Two Sessions)</td>
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<td><strong>CUSTOMER-CENTRIC STRATEGIES</strong></td>
<td>Leading Growth Through Customer Centricity—India (Taj Lands End, Mumbai, India)</td>
<td>INR 2,60,000 (plus service tax)</td>
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<td><strong>ENTREPRENEURSHIP</strong></td>
<td>Families in Business (Each additional person, add $10,000)</td>
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<td>Launching New Ventures</td>
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<td>Leading and Transforming Family Businesses—China New! (GSM, Peking University, Beijing, China)</td>
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<td>Module 2 (Saïd Business School, University of Oxford, Oxford, U.K.)</td>
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<td><strong>FINANCE</strong></td>
<td>Driving Corporate Performance</td>
<td>$12,250</td>
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<td>Finance for Senior Executives (Two Sessions)</td>
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<td>Private Equity and Venture Capital</td>
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<td>Strategic Financial Analysis for Business Evaluation</td>
<td>$9,000</td>
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<td><strong>GLOBALIZATION</strong></td>
<td>Building a Global Enterprise—India (Taj Lands End, Mumbai, India)</td>
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<td>Global CEO Program for China (CEIBS, Shanghai, China)</td>
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<td>Audit Committees in a New Era of Governance</td>
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<td>Compensation Committees</td>
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<td>Making Corporate Boards More Effective (Two Sessions)</td>
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<td>Maximizing Your Leadership Potential—India (Taj Lands End, Mumbai, India)</td>
<td>INR 2,60,000 (plus service tax)</td>
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<td><strong>Behavioral Economics: Understanding and Shaping Customer and Employee Behavior</strong></td>
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<td><strong>Changing the Game: Negotiation and Competitive Decision Making (Three Sessions)</strong></td>
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| ORGANIZATIONS                                                                |     |     |     |     |     |     |     |     |     |     |     |     |     |
|----------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| **Leading Change and Organizational Renewal**                               | $14,500 |     |     |     |     |     |     |     |     |     |     |     | 28 MAR–02 APR |

| SOCIAL ENTERPRISE                                                            |     |     |     |     |     |     |     |     |     |     |     |     |     |
|----------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| **Corporate Social Responsibility**                                         | $6,000 |     |     |     |     |     |     |     |     |     |     |     | 16–18 |
| **Governing for Nonprofit Excellence (GNE)**                                 | $4,500 |     |     |     |     |     |     |     |     |     |     |     | 19–22 |
| **Performance Measurement for Effective Management of Nonprofit Organizations (PMNO)** (Harvard Kennedy School, Cambridge) | $3,800 |     |     |     |     |     |     |     |     |     |     |     | 31 MAY–03 JUN |
| **Strategic Perspectives in Nonprofit Management (SPNM)**                    | $5,500 |     |     |     |     |     |     |     |     |     |     |     | 17–23 |

<p>| STRATEGY                                                                     |     |     |     |     |     |     |     |     |     |     |     |     |     |
|----------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| <strong>INDIA</strong> Aligning and Executing Strategy—India (Taj Lands End, Mumbai, India) | INR 2,60,000 (plus service tax) |     |     |     |     |     |     |     |     |     |     |     | 14–17 |
| <strong>Aligning Strategy and Sales</strong>                                             | $14,500 |     |     |     |     |     |     |     |     |     |     |     | 04–09 |
| <strong>Building and Sustaining a Successful Enterprise (Two Sessions)</strong>          | $14,500 |     |     |     |     |     |     |     |     |     |     |     | 08–13 28 NOV–03 DEC |
| $21,300 (program tuition for one person plus five licenses to the HBX online course: Disruptive Strategy with Clayton Christensen) |     |     |     |     |     |     |     |     |     |     |     |     | 08–13 28 NOV–03 DEC |</p>
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<th>STRATEGY (cont.)</th>
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<td>Creating Shared Value: Economic Success and Social Impact</td>
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<td>Retail Forum for Senior Leaders New!</td>
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<td>Strategic IQ</td>
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<tr>
<td>Strategy—Building and Sustaining Competitive Advantage</td>
<td>$14,500</td>
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</table>
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