Harvard Business School: Advanced Management Program

Program Objectives

For sponsoring organizations, the Advanced Management Program accelerates the executive leadership process by transforming the way participants think broadly, manage globally, view competition, and solve problems. AMP alumni possess the capacity to understand the big picture, envision what is on the horizon, and formulate a proactive, competitive response.

For participants, AMP provides the rare opportunity to step back from their day-to-day responsibilities and acquire the knowledge and skills required of today's global senior executives.

Through their involvement in AMP, participants:

- 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 them to improve their performance as senior leaders;

- Acquire the strategic frameworks and tools for their company to stay ahead of its competitors;

- Gain the high level of confidence that translates into effective decision making organization-wide; and

- Establish an invaluable network of global peers for exploring challenges and opportunities as their careers evolve.

AMP graduates return to their companies empowered to drive innovation and to enhance synergies, at all levels of the organization.

> One would relate this to a continuous assessment mode, i.e. would students show how they have done in the form of a learning log?

> To measure this, multiple assessment points over time needs to be considered.

From: http://www.exed.hbs.edu/programs/amp/objectives.html

Harvard Business School: Executive Education Custom Program

LEARNING OUTCOMES Most learning outcomes differ from one program to the next, as they relate directly to the defined goals of each tailored experience. However, feedback reveals that every HBS custom program puts a group of committed individuals, with the desire to learn and change, on a new and more productive path that will lead their organizations to a different and better place.

Through ongoing interaction with the faculty and their peers, participants acquire enlightened perspectives, enhanced capabilities, improved decision-making skills, and the desire to drive the takeaway learning throughout all levels of the organization. Whether focusing on change management, capability enhancement, or organizational competency, executives return to their companies with the ability to contribute more broadly as leaders.

> This program tries to describe the learning outcomes in a general way for a wide range of programs. It needs to be more specific.

HBS custom programs add value in five distinct categories:

> These are not learning outcomes. They are more descriptions of the learning environment that they are trying to foster.

- Reinforcing positive intangibles—confidence, trust, organizational commitment, openness to change, and inspiration—to energize executives' efforts, transform managers into leaders, and spread leadership throughout the organization, from top to bottom;

- Fostering collective recognition of the company's mission and values, core businesses, key challenges, and promising opportunities, as well as a common level of understanding, to further improve the communication of ideas within the business group and across the organization;

- Providing the necessary time and space for participants to step back from their daily responsibilities and reflect, think, learn, and converse about the issues, thereby fostering a learning culture;

- Creating professional and personal networks to enhance intracompany relationships, develop a different mindset, break through barriers, and "make it happen"; and

- Focusing on best practices, case lessons, models, frameworks, and tools to apply new knowledge, course concepts, and innovative approaches within the workplace.

From: http://www.exed.hbs.edu/programs/custom/index.html

More Examples and Useful Links

1. Minnesota State University: MBA Program Learning Outcomes
   http://cob.mnsu.edu/mba/learningoutcome.html

2. Minnesota State University: Student Success Outcomes
   http://www.osa.umn.edu/outcomes/index.html

3. Minnesota State University Moorhead, School of Business: Assessment Plan
   http://www.mnstate.edu/schoolofbusiness/assessmentplan.htm

More Examples and Useful Links