

SENIOR EXECUTIVE PROGRAM—AFRICA

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**HARVARD
BUSINESS SCHOOL**

Executive Education

BLENDDED FORMAT

NOV 2020–JUL 2021 SESSION

(📺) Module 1: 10 NOV 2020–28 JAN 2021
(Virtual, Live Online)

(👤) Module 2: 29 JAN–04 JUL 2021
(Virtual, Self-Paced)

(🏛️) Module 3: 05–10 JUL 2021
(HBS Campus)

\$24,000

Offered in partnership with the Gordon Institute of Business Science (GIBS) of the University of Pretoria, South Africa.

Drive business momentum and growth through more effective leadership as you learn to navigate the social, economic, and political conditions that create unique business challenges and exciting opportunities in Africa. Equipped with new leadership skills and market knowledge, you'll be ready to help your organization achieve ambitious goals locally, regionally, and across Africa.

- Design an effective strategy for business growth in an African context—within your country or across borders
- Differentiate your offerings and deliver more value to customers
- Implement changes that align your organization for optimal execution
- Improve your organization's ability to innovate
- Build a sustainable, accountable organization with greater transparency and stronger governance
- Develop enduring bonds with accomplished peers from across the African continent

WHAT YOU WILL LEARN

Three intensive modules combine case studies, faculty presentations, dynamic classroom discussions, small group exercises, guest speakers, and independent strategic growth.

Module 1: Strategy, Innovation, and Leadership (Virtual)

Topics include customer value, market positioning, corporate strategy, product and service innovation, high-performance teams, leadership, and talent management

Module 2: Independent Work: Business Challenge Project (your workplace)

Between sessions, you will work on a special project that addresses an important business challenge facing your organization

Module 3: Thinking Globally, Driving Local and Regional Growth, and Sustaining Success (HBS Campus)

Topics include business, government, and the international economy; growth strategies; marketing; financing; partnerships; governance; performance measurement; and corporate finance

WHO SHOULD ATTEND

Experienced senior executives in African companies who have significant responsibility for strategic decision-making. Participants represent growth-oriented organizations ranging from established local, multinational, or pan-African companies to growing family businesses, nonprofits, and government agencies.



“I am now able to consider outcomes through a clearly articulated and structured process and, when setting goals, to balance reality with ambition.”

Darshan Chandaria
Director and Group CEO, Chandaria, Kenya



LIVING. LEARNING. THE HBS EXPERIENCE.

Though it comes from within, transformation often requires a catalyst. And for many business leaders, HBS Executive Education has been that catalyst. Here, you're fully immersed in a transformational living-learning experience, networking with executives from around the world, and engaging in programs led by experienced HBS faculty. It's a holistic experience that will enrich your career—and your life.

Value—Many of our alumni and participants call HBS Executive Education a “life-changing experience.” That’s because in addition to building your expertise, you’ll examine where you’ve been—and where you want to take your career and your organization.

Learning experience—From case study discussions and small-group projects to simulations and dynamic lectures, you’ll have ample opportunities to deepen your knowledge, broaden your skill set, and collaborate with your peers.

Living on campus—During lively discussions with your living group, lunchtime conversations at the Chao Center, and evening excursions to Harvard Square, you’ll make new connections and form lasting relationships with your colleagues.

ADMISSIONS

We admit candidates to specific sessions on a rolling, space-available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

FOR MORE INFORMATION

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SENIOR EXECUTIVE PROGRAM—AFRICA

Module 1: Strategy, Innovation, and Leadership | November 10, 2020–January 28, 2021 | Virtual, Live Online

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NOVEMBER 10–30, 2020

TUESDAY, NOVEMBER 10	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
THURSDAY, NOVEMBER 12	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
TUESDAY, NOVEMBER 17	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
THURSDAY, NOVEMBER 19	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
FRIDAY, NOVEMBER 20– MONDAY, NOVEMBER 30	Big Business Challenge						

4–6 hours of self-paced work per week



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DECEMBER 01, 2020–JANUARY 18, 2021

TUESDAY, DECEMBER 01	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
THURSDAY, DECEMBER 03	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
TUESDAY, DECEMBER 08	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
THURSDAY, DECEMBER 10	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
FRIDAY, DECEMBER 11, 2020– MONDAY, JANUARY 18, 2021	Big Business Challenge						

4–6 hours of self-paced work per week



SENIOR EXECUTIVE PROGRAM—AFRICA

Module 1: Strategy, Innovation, and Leadership | November 10, 2020–January 28, 2021 | Virtual, Live Online

Module 2: Independent Work: Business Challenge Project | January 29–July 04, 2021 | Virtual, Self-Paced

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JANUARY 19–28, 2021

TUESDAY, JANUARY 19	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
THURSDAY, JANUARY 21	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
TUESDAY, JANUARY 26	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2
THURSDAY, JANUARY 28	8:00–8:30 AM ET Discussion Groups	8:30–8:45 AM ET Break	8:45–10:15 AM ET Class #1	10:15–10:45 AM ET Break	10:45–11:15 AM ET Discussion Groups	11:15–11:30 AM ET Break	11:30 AM–1:00 PM ET Class #2

4–6 hours of self-paced work per week

MODULE 2: JANUARY 29–JULY 04, 2021

Big Business Challenge (approximately 4–6 hours of self-paced work per week)



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Module 3: Thinking Globally, Driving Local and Regional Growth, and Sustaining Success | July 05–10, 2021 | HBS Campus

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JULY 05–10, 2021

MONDAY, JULY 05	TUESDAY, JULY 06	WEDNESDAY, JULY 07	THURSDAY, JULY 08	FRIDAY, JULY 09	SATURDAY, JULY 10
<p>Please Note: This sample schedule is intended to be representative of the program structure and content. Timing and session topics are illustrative and subject to change.</p>	6:30–8:00 AM Breakfast	6:30–8:00 AM Breakfast	6:30–8:00 AM Breakfast	6:30–8:00 AM Breakfast	6:30–8:00 AM Breakfast
	8:00–9:00 AM Discussion Groups	8:00–9:00 AM Discussion Groups	8:00–9:00 AM Discussion Groups	8:00–9:00 AM Discussion Groups	8:00–9:00 AM Discussion Groups
	9:00–10:30 AM Growth and Political Change	9:00–10:30 AM African Economics and Politics, Present and Future	9:00–10:30 AM What is Marketing? Building a Marketing Program	9:00–10:30 AM Unidentified Industries	9:00–10:30 AM Digital Transformation in the Hospitality Industry
8:00 AM–3:00 PM Program Arrival and Check-in <i>Chao Center</i>	10:30–11:00 AM Break	10:30–11:00 AM Break	10:30–11:00 AM Break	10:30–10:45 AM Break	10:30–11:00 AM Break
	11:00 AM–12:30 PM Global Economics and Politics	11:00 AM–12:30 PM Implementing Innovation	11:00 AM–12:30 PM What is Marketing? Developing Economies	10:45 AM–12:15 PM Interactive Lecture on Valuation and Value Creation	11:00 AM–12:30 PM Digital Transformation of Higher Education
9:00 AM–2:00 PM Brunch <i>Chao Center</i>	12:30–1:30 PM Lunch	12:30–1:30 PM Lunch	12:30–1:30 PM Lunch	12:15–1:15 PM Lunch	12:30–1:00 PM Wrap-up and Closing
2:00 PM HBS Tour (optional)	1:30–3:00 PM What is Marketing? Understanding the Customer	1:30–3:00 PM Leading Global Transformation	1:30–3:00 PM China's Belt and Road in Africa	1:15–2:45 PM Financial Policy	Check-out and Departure
3:00–3:10 PM Welcome	3:00–3:30 PM Break	3:00–3:30 PM Break	3:00–3:30 PM Break	3:15–5:00 PM Off-site Activity	
3:10–4:30 PM Competitive Dynamics	3:30–5:00 PM Power, Resilience, and Accountability	3:30–5:00 PM Leading Digital Transformation	3:30–5:00 PM Building Innovation Organizations		
4:30–6:00 PM Project Reconnect	5:15–7:30 PM Project Work	5:15–7:30 PM Project Work	5:15–6:30 PM Project Showcase	5:00–6:00 PM Closing Reception	
6:00–8:00 PM Opening Reception & Dinner			6:30–7:00 PM Reception	6:00–7:30 PM Closing Dinner and Project Showcase Award Presentation	
	7:30–8:30 PM Dinner	7:30–8:30 PM Dinner	7:00–8:30 PM Dinner		

YOUR LEARNING ENVIRONMENT

LIVE, SYNCHRONOUS LEARNING

Interact directly with HBS faculty who bring their latest research into the virtual classroom. Through case studies, lectures, business simulations, and small-group discussions, participants gain the strategies, tools, and insights to solve their most challenging problems.

WORLD-CLASS HBS FACULTY

Draw on the extensive research and real-world experience of faculty experts to disrupt your way of thinking and empower you to implement innovative ideas.

REAL-TIME, INTERACTIVE DISCUSSION GROUPS

Discuss and debate the most pressing business issues with a select group of your peers in the virtual classroom and in virtual breakout groups.

UNPRECEDENTED NETWORKING OPPORTUNITIES

Build strong relationships with a select group of peers who will continue to enrich your personal and professional life after you leave the program.

ACTIONABLE LEARNING

Experience decision-making in the face of conflicting data, complex politics, and intense pressure—and be able to implement new ideas and solutions.

FOR MORE INFORMATION, please contact a Program Advisor at:
executive_education@hbs.edu | **1.800.427.5577**

