

ADVANCED MANAGEMENT PROGRAM



**Where strategic leadership
drives business innovation.**

Program Brochure

Welcome From Our Faculty Director

Fully realizing your executive potential requires making the choice to test your abilities, learn new leadership theories, and put that knowledge into practice. The future will be full of surprises, driven by a volatility you can't predict. Proactive executives acknowledge that the future will consist of unpredictable challenges. Will you be ready to confront the unknown and leverage your abilities to your greatest potential?

If you are aspirational and strive to bring your best effort to your professional life, the [Advanced Management Program](#) (AMP) is the answer. The AMP offers you the opportunity to build your strategic, interpersonal, and personal skills at confronting adversity and maximizing your adaptability, scope, and efficiency as a leader.

The program is a journey to support your commitment to managerial and leadership excellence. The AMP will grow your executive presence, expand your practical knowledge, and provide you with a map to confront the unknown. You will learn from your successful classmates, guided by Columbia Business School's world-renowned research and teaching



Bruce Craven

Faculty Director,
Advanced Management Program

Adjunct Associate Professor,
Columbia Business School

faculty, a team made up of professors who have devoted their careers to fine-tuning business capabilities.

The decision-making judgment you develop will define your career as you carve your path forward. Decide now to launch that future with the career you deserve. Choose to join us in a community that is aligned with your level of purpose and your achievement goals. Work with us at the Advanced Management Program and turn your potential into your future success.

The Advanced Management Program

Our blended program structure, combining synchronous work led by faculty and industry leaders and asynchronous work to be completed independently, all centers on one core goal: we want your investment to be worth it. In finance, it would be a return on investment, or ROI. In professional development, we think of it as your return on learning, or ROL.

In our Advanced Management Program, it is our mission to create and empower holistic leaders who are not only strategic but agile, innovative, and empathetic. The 22-week program provides the time, space, and resources for senior executives to learn from Columbia Business School faculty members and practitioners dedicated to developing truly transformative leaders.

When joining our program, you become part of an international network of high-achieving, inspirational executives and discover how strategic leadership drives business innovation. At the completion of the program, each participant will have a powerful global networking advantage: Columbia Business School alumni benefits.



“If this program doesn’t add considerable value on both a personal and professional level, *look inwards*. Columbia gets it right.”

Ian Hogg

Principal - Co-Chief Executive Officer,
Global Advance StreamLined



Values at the Very Center of Business

The Advanced Management Program curriculum and structure are built in alignment with the core values integral to Columbia Business School: knowledge, access, community, and impact.

Knowledge

We base our decisions about policies and initiatives on evidence and data. We cultivate knowledge by integrating pivotal faculty research into the classroom and delivering offerings that are specifically created for executives, not repackaged.

Access

Because of Columbia's convenient location in the heart of New York City and deep ties to the business, government, and nonprofit communities, we get the best adjunct professors in business education. When you go to Columbia Business School, you're not taking a break from the real world — you're diving deeper into it.

Community

We are actively seeking and including new members in our community who challenge conventional beliefs and propose and respectfully debate bold ideas. Our Executive Education programs draw on the expertise of Columbia University's thought leadership and challenges participants to think differently about the world around them.

Impact

We are developing innovative ideas and inspiring leaders that transform the world. We have a longstanding commitment to many sectors including finance and social entrepreneurs, offering leaders the tools needed to better serve their respective missions.

“The Advanced Management Program empowered me with the leadership expertise, strategic thinking capabilities, and confidence to lead the change in my organization for the better.”

Badr AlGoblan

Division Head (Country Head),
The Saudi National Bank

A New Approach to Leadership

The Advanced Management Program transforms theory into practice through real-world context and experience-based learning.

The blended Advanced Management Program extends the quality of instruction and individualized coaching the Columbia Business School is known for, to wherever life takes you. The online components of our program allow you to engage with your peers, professors, and coaches virtually, while the in-person immersion experiences bring participants together at the very center of business.

Our program weaves together the very best of virtual and traditional instruction over the course of 22 weeks. During this time, faculty and industry thought leaders will guide you through four distinct modules centered around an integrated approach to leadership. Participants engage with faculty and peers during live, online classes throughout the week. Program concepts

and modules are then reinforced through independent, or asynchronous, program material that you complete on your own time.



“I listened more to other people. I built more on what they had to contribute. People felt more heard and respected.”

Joerg Biebernick

President, Europe Imperial Brands PLC

Program Modules



Module I: Strategic Leadership

Explore the principles of value, hyper-competition, and strategic intuition in this first module. Discover and discuss how to implement complex change in your organization to manage business challenges and drive results by fostering an organizational culture of shared beliefs and values.



Module II: Personal Leadership

Learn to leverage your personal values to become a more authentic leader, participate in one-on-one and peer coaching, and apply Columbia's proprietary 360-degree leadership feedback tool to analyze your strengths and weaknesses in our second program module.



Module III: Interpersonal Leadership

The third module will prepare you to harness the power and perspectives of diverse teams in your organization so that you can improve performance and master the latest methods of creating mutual value and cross-organizational buy-in to achieve shared goals. You'll also cover topics on leading inclusively, psychological safety, decision processes, and negotiation.



Module IV: The Heart of Leadership

Your final program module will explore topics in persuasion, organizational change, and the art of choice. Here, you will culminate the skills nurtured in previous modules and complete a transformational project based on a real-world case study. Finally, you will create an action plan to address current challenges in your organization and present your personal leadership credo to peers and professors.

Immerse Yourself at the Very Center of Business

As a blended program, our online sessions are reinforced with an in-person immersion opportunity to engage with peers and professors and build on what you learn through the curriculum.

New York City Immersion*

During this five-day immersion, you will explore the business capital of the world and expand on topics including quantitative intuition, entrepreneurial strategy, and board governance. Many sessions take advantage of our unique location at the hub of industry and innovation, so you can continue developing meaningful faculty and peer connections while experiencing the vibrant living laboratory that is New York City.

**In light of the ongoing pandemic, immersion dates, modality, and locations will be determined at a later date.*



“I got so much more out of this experience than I ever could have imagined. It is hard to describe, but what sets this program apart is the content variety, the time in NYC, the design, and the execution. It is genius and rare.”

Martha Carlson

Value Based Care Executive, Aetna



Invest in Your Growth

Our focus is the same as yours: an immediate and lasting ROL for you and ROI for your organization. At the Advanced Management Program, you can expect the following:

Individual ROL

- Return to your organization with an action plan for a business challenge you are currently facing
- Challenge yourself to think and act differently, bringing productive change to the people you lead
- Learn about exciting new business models, strategies and opportunities in a context where you can take theory into practice
- Cultivate your self-awareness and curate your self-presentation to be a more authentic leader
- Examine leadership talents, and address areas for development with your executive coach
- Become a more effective negotiator
- Overcome adversity and complexity by learning how to be agile and adapt to uncertainty

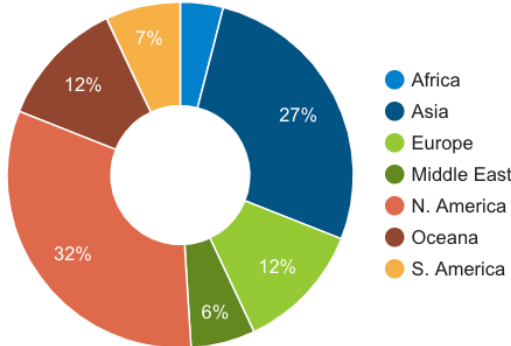
Organizational ROI

- Acquire a toolkit to address organizational problems immediately upon return to your organization
- Apply powerful methods to build and enhance company culture
- Drive company performance while effectively managing stakeholders, whether internal and external
- Develop strategic thinking to support your business's evolution
- Structure a new management approach to drive higher team performance
- Bring innovation to your organization by developing a growth mindset
- Formulate and tackle organizational questions by converting data into insights

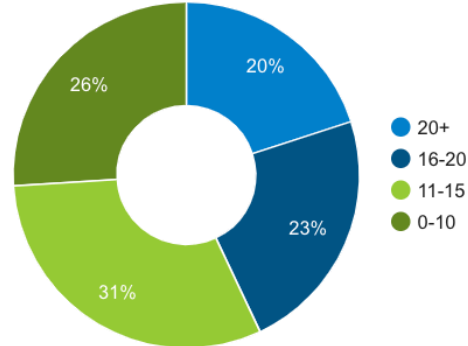
Participant Profile

Our program thrives due to the diversity of its participants. People from different types of organizations, whether big or small, public or private, are all integral parts of our program. Executives joining Columbia's Advanced Management Program have a strong interest in reaching a greater level of impact and achievement through new ideas, perspectives, networks, and realities. It's that diversity and willingness to evolve that drives the virtuous cycle of learning that our curriculum embodies.

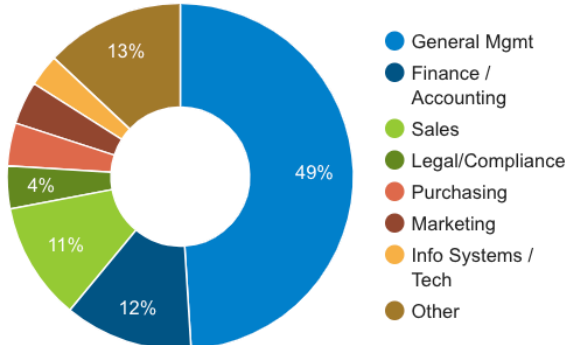
Geographic Spread



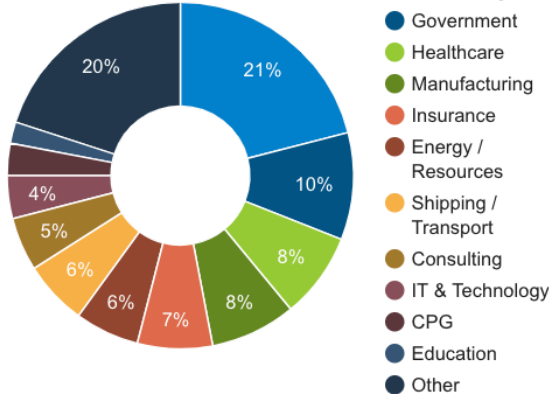
Years of Management Experience



Job Function



Industry



Participating organizations have included:

- | | | | |
|---------------------------|-------------------|-----------------------|-------------------------|
| Boeing | Nordea | Itochu | Scientific Games |
| Credit Agricole | Otsuka | J&J | Structure Tone |
| Export Development Canada | Powerco | J Power | Sumitomo |
| Larsen & Toubro | PwC | Kimberly Clark | U.S. Navy |
| Lufthansa | Credit Suisse | KPMG | University of Melbourne |
| Marubeni | General Motors | Reserve Bank of India | Volkswagen |
| Nagase | Genesee & Wyoming | Saudi Aramco | Marriott International |
| | Goldman Sachs | Samsung | |

Alumni Benefits

Upon completion of our program, you receive access to the Career Management Center, which supports all segments of the Columbia Business School community — the more than 47,000 alumni worldwide as well as current students.



Enjoy Individualized Career Support

Upon completion of the Advanced Management Program, you receive access to Columbia Business School Career Management Center. Our Career Management Center will empower and support you in the achievement of your lifelong career ambitions. You will also have access to strategic career management resources, including:

- Self-assessment
- Professional branding
- Interviewing and managing offers
- Research
- Networking
- Professional development



Access Exclusive Industry Opportunities

Our Job Board contains a database of current job opportunities specifically targeting the Columbia Business School community. As a graduate of the Advanced Management Program, you may also complete an online profile and upload a resume to be included in the searchable database employed by the top recruiting organizations.



Partner With Our Global Alumni Network

As a graduate of the Advanced Management Program, you will have direct access to our powerful, global network of over 47,000 alumni. Build rapport with industry thought leaders and make lifelong connections with an elite group of business executives around the world through alumni events and programs.



Continue Your Growth

As a partner in your leadership journey, Columbia Business School offers a 25 percent tuition benefit for you and up to four colleagues each year for full-price executive education in-person programs lasting up to seven days and all full-price online programs. Graduates also enjoy a Columbia Business School forwarding email address for life.

World-Renowned Faculty



Bruce Craven

Faculty Director,
Columbia Business School Executive Education
Adjunct Associate Professor,
Columbia Business School

Bruce Craven is Faculty Director of the Advanced Management Program and other custom programs at Columbia Business School. He teaches across the portfolio for executive education, including workshops in resilience, leadership communication, and flexible thinking.

Concurrent with his work in executive education, Bruce works as a writer. His non-fiction book *Win or Die: Leadership Secrets from Game of Thrones*, was published by St. Martin's Press in March 2019, and was translated into Turkish, Serbian, and Russian. He has also written two published novels and a

published collection of poetry. Bruce earned his Master of Fine Arts in Creative Writing from Columbia University and Bachelor of Arts in Politics and Literature from the University of California at Santa Cruz.

“If we don’t make changes, if we don’t innovate, if we don’t continue to grow and evolve, we won’t be successful in the future. A program like this opens you up to new ideas, different ways of thinking.”

Michelle McPherson

Chief Financial Officer, IAG

Program Faculty

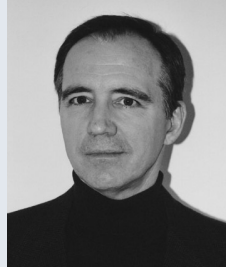
More than 50 Columbia Business School faculty members and industry experts contribute to and teach in the program. Faculty members who have taught in the program include*:



Modupe Akinola
Associate Professor of Management, Faculty Director of the Sanford C. Bernstein & Co. Center for Leadership and Ethics



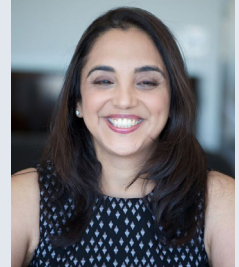
Vanessa Burbano
Assistant Professor, Management Division



William Duggan
Senior Lecturer in Business, Management Division



Adam Galinsky
Paul Calello Professor of Leadership and Ethics



Sheena S. Iyengar
S. T. Lee Professor of Business, Management Division



Todd Jick
Senior Lecturer in Discipline in Business, Reuben Mark Faculty Director of Organizational Character and Leadership



Rita McGrath
Faculty of Columbia Business School Executive Education; World-Renowned Strategist



Oded Netzer
Arthur J. Samberg Professor of Business



Doron Nissim
Ernst & Young Professor of Accounting and Finance



Willie Pietersen
Professor of The Practice of Management, Management Division



Andrea Prat
Richard Paul Richman Professor of Business



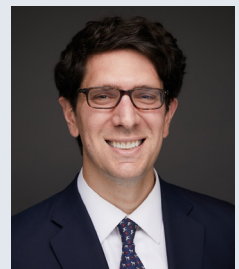
Tano Santos
David L. and Elsie M. Dodd Professor of Finance, Co-Director, Heilbrunn Center for Graham & Dodd Investing



Medini Singh
Senior Lecturer in Discipline in Business, Decision, Risk, and Operations Division



Hitendra Wadhwa
Professor of Professional Practice, Marketing Division



Pierre Yared
MUTB Professor of International Business

**Program faculty are subject to change each semester.*

“Columbia Business School’s Advanced Management Program is a holistic executive education program. The academic sessions are facilitated by thought-provoking instructors. The individuals who comprise the program team make the Columbia experience uniquely rewarding. I do not think this experience can be replicated by another institution. The people make the difference.”

Edward Baten

General Manager,
Marriott International

Contact Us

Are you ready to take the next step as a transformative leader and join the Columbia Business School’s Advanced Management Program?

[Learn More](#)



cbs-amp.execed.gsb.columbia.edu

Contact the learning solutions team via:

advancedmanagementprogram@gsb.columbia.edu

or +1 917-985-8797

to discuss your individual and organizational goals, questions about the program, and more.