



# HARVARD MANAGEMENTOR<sup>®</sup>

## **Prepare** students for the workforce with interactive online courses trusted by global organizations.

*Harvard ManageMentor* is a collection of 41 short online courses that help students develop the most in-demand skills for today's job market.

Each course summarizes critical ideas and advice on essential management topics such as leading teams, project management, strategic thinking, and much more. They feature up-to-date insights from industry experts, thought leaders, and top publications that students can easily apply to grow both professionally and personally.

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**Whether you decide to supplement your class with 1 or multiple, these courses will:**

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**Capture students' attention** with short, interactive, self-paced lessons.

**Ensure concepts stick** with built-in assessments that allow students to practice what they learn.

**Provide students with actionable takeaways**, including frameworks, content summaries, and worksheets.

**Keep students up to date** with real-time insights from leading companies and thought leaders.

## Self-paced Learning

Each course takes approximately 2 hours to complete and is broken up into 3–5 lessons.

The 1st lesson sets the stage, while subsequent lessons present essential concepts and frameworks explained by experts from companies such as Google, the World Bank, and Unilever.

The content is presented using a combination of text, videos, quotes, and podcasts to appeal to multiple learning styles and keep students engaged.

### GET STARTED

Lesson 1: Innovation for All

#### LESSONS

- Innovation for All (3 min)
- Unlock Curiosity (12 min)
- Make Creative Connections (13 min)
- Take Smart Risks (12 min)
- Collaborate to Innovate (15 min)

#### ASSESSMENT (OPTIONAL)

- Where You Stand (10 min)

Quick-Read / Key concepts in under 20 minutes

#### DEVELOP OTHERS

Cascade your learning with these resources.

#### MORE RESOURCES

Videos, Audio, Articles, Tools, and Company Resources

#### LESSON KIT

I've heard it	I've said it	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	"That's an interesting idea, but we have to focus on making our deadline."
<input type="checkbox"/>	<input type="checkbox"/>	"There are reasons we do it this way, but they're too complex to explain right now."
<input checked="" type="checkbox"/>	<input type="checkbox"/>	"We tried that once, and it didn't work."
<input checked="" type="checkbox"/>	<input type="checkbox"/>	"Let's just stick to the plan."

#### Which response did you choose the most?

LESSON KIT

- I've said it
- I've heard it
- I've said it, and I've heard it

## Built-in Interactive Exercises

Designed with the intention of making concepts stick, these courses weave interactive components like quizzes, worksheets, self-assessments, and polls into every lesson.

## Discussion Guides and Resources

Each course comes with a discussion guide, premade presentation decks, and handouts to help instructors facilitate lively discussion about the content.

Discussion Guide

### Making Curiosity and Creativity a Habit

This guide will help you lead a discussion about how your group can use ideas | from Harvard ManageMentor. It contains:

- "Guiding the Discussion": Questions and prompts to help focus the discussion.
- "Points to Highlight": Examples of responses and suggestions to get participants talking.
- Snapshots of optional PowerPoint slides that you can use to present key points.

**Tips:**

- Feel free to adapt the content to suit your class; add your own questions or activities to challenge and interest your group.
- Be prepared to share your own experiences and perspectives. The goal is to learn from each other and build skills and knowledge together.
- The session is designed to take 45 minutes, but if you have less time, just choose the activities that are most relevant.


HARVARD ManageMentor

Page 1 of 9


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### More on Innovation and Creativity


**Editor's Choice**



ARTICLE  
**Strategy Needs Creativity**  
19 MINUTES PUBLISHED 01 MAR 2019




ARTICLE  
**How to Use Mindfulness to Increase Your Team's Creativity**  
4 MINUTES PUBLISHED 12 JUL 2018




ARTICLE  
**Why Criticism Is Good for Creativity**  
5 MINUTES PUBLISHED 16 JUL 2019

[More Editor's Choice>](#)

**Featured Resources**



**The Power of Curiosity**  
Francesca Gino, a professor at Harvard Business School, shares a compelling business case for curiosity.  
[More Audio>](#)



**Recognize a Smart Risk**  
Pamela Rucker — CIO Advisor, The Rucker Group  
Do you see a promising opportunity? Speak up!  
[More Videos>](#)

[See All Videos, Audio, Articles, & Tools>](#)

## Student Resources

Students can easily review what they've learned with 30-second takeaways and printable lesson kits.

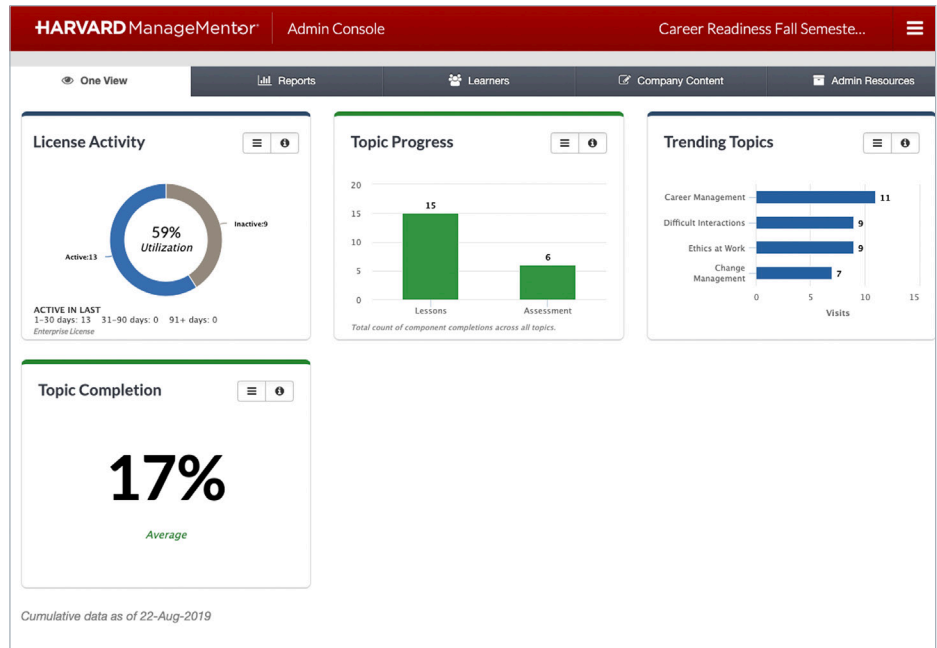
If students wish to learn more about the course topic, they can explore the Editor's Choice section (a curated collection of relevant *Harvard Business Review* articles and podcasts).

# A LOOK INSIDE HARVARD MANAGEMENTOR

## Assess Comprehension

After completing all lessons, students are required to take a scenario-based assessment.

Instructors have access to a robust dashboard that makes it easy to keep track of student activity and assessment scores.



## Reward Upon Completion

If students achieve a score of 70% or higher, they will receive a certificate of completion to add to their resume.

# COURSES AVAILABLE FOR 41 TOPICS

## ENTREPRENEURSHIP

### Innovation and Creativity

Students discover what innovation and creativity really are and why they're important. They will learn how to build an intellectually diverse team to spark creativity and explore powerful tactics for brainstorming ideas for new products, services, and business process models. #7160

### Innovation Implementation

Students will discover how to transform an idea into a new product, service, business process, or model. They will learn how to lay a solid foundation of support among key stakeholders early in the implementation process. #7166

## FINANCE AND ACCOUNTING

### Budgeting

Students learn what budgets are, why they matter, how budgeting works, and most importantly, how to build effective budgets. #7088

### Finance Essentials

Students gain familiarity with 3 essential financial statements used in business: the income statement, the balance sheet, and the cash flow statement. They will develop a budget using various techniques and track actual financial outcomes against the expected outcomes. #7137

## GENERAL MANAGEMENT

### Career Management

Students learn how to uncover their deepest interests and values, identify skill and experience gaps, and create powerful networks. #7099

### Coaching

Students learn best practices for listening, inquiry, and reflection—a coach's most powerful tools. They will discover ways to identify which future employees will be most receptive to coaching and which may need a different approach. #7108

### Decision Making

Students learn how to select a decision-making approach and define objectives while taking into account common decision challenges, including cognitive biases and unproductive group dynamics. #7111

### Delegating

Students learn the benefits and challenges of delegating and learn to identify signs of under-delegating. They will learn why to delegate, how to do it, who should take on the assignment, and how to monitor and support the work. #7119

### Difficult Interactions

Students learn the common cause of difficult interactions in the workplace and the benefits of effective conflict management. They will discover tips for dealing with the emotions involved, for overcoming the barriers that prevent people from addressing conflict, and for managing conflict. #7133

### Ethics at Work

Students learn what workplace ethics are—and aren't. They will investigate how an ethical culture drives business success, explore a practical method for making an ethical decision, and discover how to foster integrity and apply ethics across borders. #7135

### Feedback Essentials

Students learn how to harness the power of feedback, including how to give fair, effective feedback. They will explore common reasons people fear feedback and ways to make co-workers more receptive to criticism. #7136

### Goal Setting

Students learn when they set goals, they commit to achieving certain outcomes—and must make a plan for doing so. They will discover how to establish clear goals, have the discipline to reach them, and evaluate their impact. #7144

### Leading People

Students learn how effective leaders inspire trust, motivate others, and define and communicate a vision. They will discover why emotional intelligence is a leader's most powerful tool and learn tactics to develop their intuition. #7167

### Managing Your Boss

Students find out what "managing your boss" really means and why it matters more than ever. They will learn to diagnose key aspects of a working relationship with their boss—including strengths, weaknesses, work styles, and expectations. #7169

### Meeting Management

Students learn tactics for conducting an effective meeting, including ensuring participation and keeping the discussion focused. They will explore common problems that can arise during a meeting and find out how to resolve them. #7173

### Performance Measurement

Students explore 3 common performance measurement systems and learn how to measure a group's performance—including determining which aspects of the group's performance should be measured, choosing performance targets for a group, and interpreting performance data. #7176

### Presentation Skills

Students learn how to analyze an audience and their setting (whether in person or remote) to more effectively prepare for and deliver a presentation. They will discover how to use facts, evidence, stories, and media to support their messages and explore tactics for rehearsing and managing challenges. #7178

### Stress Management

Students learn the difference between positive and negative workplace stress. They will discover a framework to understand stress and take action to resolve it. Whether it's managing stress in the moment or in the long term, students will learn tactics to keep a healthy work-life balance. #7185

### Team Creation

Students learn how to form a team by identifying people with the skills and motivations needed to fulfill the team's purpose and achieve its goals. They will also discover the keys to establishing accountability. #7186

### Team Management

Students learn how to manage a team by building trust, strengthening team identity, and encouraging open communication and participation. They will discover steps to resolve destructive conflict and find effective ways to evaluate the performance of individuals and the team as a whole. #7187

### Time Management

Students will learn how to improve their time management skills to achieve their goals without feeling burned out or stressed. #7189

### Writing Skills

Students learn how to clarify their purpose and audience, organize content using an outline, and create a first draft. They will explore best practices for revising the first draft and will also get a refresher on writing skills such as grammar, punctuation, structure, and style. #7190

## HUMAN RESOURCE MANAGEMENT

### Developing Employees

Students learn strategies to keep high performers challenged and solid employees growing, as well as how to address underperformance. #7129

### Hiring

Students learn how to develop a job description and clarify who would make the ideal candidate for an open position. They will discover how to use recruitment channels, evaluate resumes, and phone-screen promising candidates. #7145

### Performance Appraisal

Students learn how to conduct performance appraisals that provide valuable feedback. They will discover how to prepare for and conduct productive discussions and how to regularly follow up with their future employees so they can meet their goals. #7175

### Retaining Employees

Students learn how to reduce costly turnover and retain the best talent. They will explore the most common reasons employees leave and discuss ways to avoid burnout. In addition, they'll discover how to hire well and create a culture specifically for retaining cultural minorities, women, and young workers. #7181

## MARKETING

### Customer Focus

Students learn how to use customer knowledge to deliver value and ultimately boost profitability. They will discover how to build a customer-focused organization in which everyone works to serve the needs of current and future customers. #7110

### Marketing Essentials

Students learn the basics of marketing to better serve customers. They will discover the forces that influence buying, how to conduct customer research, and how to create an effective marketing strategy. #7172

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## NEGOTIATION

### Negotiating

Students learn how to successfully negotiate agreements that benefit their future organization. They will discover how to prepare for a negotiation, conduct tactical discussions, avoid common errors, and overcome obstacles. #7174

### Persuading Others

Students learn to appreciate why the powers of persuasion are more critical than ever. They will discover tactics for strengthening credibility, learn how to analyze what makes people resistant to persuasion, and find out how to make successful persuasive appeals. #7177

## OPERATIONS MANAGEMENT

### Process Improvement

Students learn what a business process is and how to use business process improvement to enhance efficiency and profitability. They will discover how to detect signs of trouble, envision a better process, and test and roll out the improved process to ensure the desired results. #7179

### Project Management

Students learn how to clarify the project scope, including identifying the project's stakeholders and key objectives, and how to build a schedule and budget. The course explores tactics for assembling and managing a project team, as well as managing risks that can derail the project. #7180

## ORGANIZATIONAL BEHAVIOR

### Change Management

Students learn that by having a clear vision and a sound plan, they can manage change—instead of change managing them. #7100

### Crisis Management

Students learn how crises differ from ordinary ups and downs of doing business and master a disciplined process for preventing avoidable crises and preparing for the inevitable. #7109

### Diversity

Students learn why diverse teams add a competitive advantage for businesses everywhere. They will discover how to foster an inclusive environment and how to use investigative strategies for hiring, and will explore ways to address diversity-related conflict—including when the animosity is aimed at them. #7134

### Global Collaboration

Students learn how to cultivate their cultural intelligence by carefully observing the people around them and modifying their behaviors accordingly. They will discover how to negotiate across cultures effectively, overcome language barriers, and transcend the challenges of physical distance. #7143

### Leveraging Your Networks

Students learn how to build, strengthen, and sustain effective networks, and most importantly, how to maintain the relationships crucial to a network's foundation. #7168

## STRATEGY

### Business Case Development

Students learn how to build a strong business case by defining the opportunity, exploring options, analyzing alternatives, assessing risks, creating an implementation plan, and presenting the case to stakeholders. #7089

### Business Plan Development

Students learn how to create a business plan by deciding what material to use and how to develop a compelling presentation that will engage stakeholders and win their approval. #7098

### Strategic Thinking

Students discover that the best way to bring value to any organization is by analyzing opportunities and problems from a broad perspective. Strategic thinking involves continually assessing the organization and industry—and applying those insights to achieve a competitive advantage. #7182

### Strategy Planning and Execution

Students discover that in order to be successful, you need a clear, sound strategy. They will learn to initiate or contribute to the strategic planning process, evaluate its execution, and reward successful results. #7183

## TO REVIEW THESE COURSES IN MORE DETAIL VISIT:

[hbsp.harvard.edu/hmm](https://hbsp.harvard.edu/hmm)

### AVAILABLE IN 5 LANGUAGES

Students have the option to view the content in English, Spanish, French, Portuguese, and Chinese.

**GIVE YOUR STUDENTS A HEAD START ON THE JOB SEARCH WITH ACCESS TO THE SAME COURSES USED BY LEADING ORGANIZATIONS:**

