



哈佛大学

2021

教育学与教育管理远程科研项目



项目背景

教育学与教育管理远程科研项目由哈佛大学知名教授讲授精选课程、指导科研报告，并有博士生助教随堂解析课程内容、协助学员科研报告的撰写、提供报告修改意见。顺利完成项目后，学员将获得结业证书、学员推荐证明信、科研报告，科研报告最优小组的学员还将获得优秀学员证明，提升个人学术背景。



项目主题

编号	课程主题	开课日期	结课日期	时长	项目费用	课程信息
HVO1	教育学与教育管理	1月23日	2月14日	4周	8980元	附件1

南昌大学学生享受 1000 元费用减免，顺利完成项目，获得结业证书后，将由项目方统一返还。



大学简介



哈佛大学，坐落于美国马萨诸塞州剑桥市，是一所享誉世界的私立研究型大学，是著名的常春藤盟校成员。这里走出了 8 位美利坚合众国总统，133 位诺贝尔奖得主（世界第一）、18 位菲尔兹奖得主（世界第一）、13 位图灵奖得主（世界第四）曾在此工作或学习，其在文学、医学、法学、商学等多个领域拥有崇高的学术地位及广泛的影响力，被公认为是当今世界最顶尖的高等教育机构之一，同时哈佛也是美国本土历史最悠久的高等学府。

- 2021 年 US News 世界大学排名：全球第 2
- 2021 年 QS 世界大学排名：全球第 3



项目内容

项目涵盖专业课程、小组讨论、小组项目，科研报告等内容，最大程度地让学员在短时间体验哈佛大学的学术特色、提升自身知识储备、专业技能及科研能力。

在线科研学术课程

课程分为多个模块，由哈佛大学的终身教授通过在线授课与助教在线指导的形式，旨在让学员通过该项目采用源于哈佛大学的案例教学法，从教师、教学经验提升、教育管理三个层面分析理论的实际拓展运用：

- 个人层面：学生及教师个人层面的对于自己一些习惯的改变（自我提升）；
- 教学层面：未来教育从业者，老师如何引导学生做出相应改变（提升有效教学经验）；
- 教育管理层面：教育机构层面的组织内部变革和领导力（教育机构行政管理，推动更优的教育成果）

小组讨论

学员将被分为不同小组，完成课程问答的讨论环节、课后作业以及科研报告撰写。

科研报告

与来自各个高校的优秀伙伴组成小组，根据课程所学习的理论知识，在教授和助教的指导下，完成分析和论点证实，撰写自己小组的科研报告，尝试以学者的角度解决实际生活的社会问题。



项目收获

顺利完成在线科研学术项目的学员，将获得主课教授签发的项目结业证书、学员推荐证明信，和科研报告。除此之外，科研报告最佳小组的每一位成员还将获得额外的优秀学员证明。

项目结业证书

顺利完成课程学习的学员，将获得项目结业证书，作为此次课程学习的证明。

学员推荐证明信

授课教授将根据学员的课堂表现和科研报告的撰写完成度，为每位学员出具项目学员推荐信信。

优秀学员证明

根据科研报告各小组的撰写情况，评选最佳小组，并为最佳小组成员颁发优秀学员证明信。



结业证书 (示例)



学员推荐信 (示例)

科研报告 (示例)

学员将以小组为单位完成科研报告的撰写，为自己的学术生涯打下坚实的基础。

<p>Secret Sauce</p> <p>Our competitive edge lies in our strategic focus on our main competitive advantage:</p> <ul style="list-style-type: none"> 1. Elite Team: The management team are composed of world-class talents in entrepreneurship, both company and finance. One of our advisory board is a well-known venture investor in this field. We have a former advisor of several biggest investment funds in Indonesia and also a world-famous financial advisor. 2. First-Mover Product: We developed a unique business model to focus on the financial risk in start-ups which maximizing profitability in long-term gains. The product has a competitive advantage, unique differentiation and created a clear market advantage. 3. Deep Fintech: We used to be the first apps in Indonesia that provide financial gain (e.g. investment recommendation and portfolio management service). It will be a huge advantage when we can reach the remaining effort and economies of scale. <p>Development Plan / Startup Phase</p> <p>In FY1 we began to operations at the beginning of Phase 1, and will expand during the following four phases. Each will have milestones that will allow success during expansion:</p> <p>Phase 1 (Seedling Stage) - Months 1-12 (2024)</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1. Develop Business Concept 2. Customer Discovery 3. Early Customer Needs 4. Develop Pricing Models and Learning Propositions 5. Connect with some potential users or investor investors 6. Product and Market Fit (PMF) Decision <p>Phase 2 (Seedling Stage and Early Development Stage) - Months 13-24 (2025)</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1. Market Mapping 2. Start Marketing Campaign 3. Acquire customers and develop marketing strategy 4. Build a strategic partnership with some key partners 5. Obtain potential users' data through social media and landing page 6. Begin raising some seed money from investors and financial advisors 7. Fundraising to expand or invest resources for building a first version product 8. Product and Market Fit (PMF) Decision 	<p>Phase 3 (Growth Stage) - Months 25-36 (2026)</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1. Funding to start to expand to related sectors/markets 2. Get the feedback from early customers 3. Improve the product and service according to the feedback 4. Fundraising to expand or invest resources for early marketing program 5. Develop an agreement with some strategic partners (e.g. company and university) <p>Phase 4 (Mature Stage) - Months 37-48 (2027)</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1. Limited marketing to design partner's users 2. Scale-up marketing 3. Fundraising to expand or invest resources for greater market expansion program <p>Phase 5 (Exit Strategy) - Months 49-60 (2028)</p> <p>At this phase, we will start to plan for exit strategy options:</p> <p>Strategic Partnership Plan</p> <p>The biggest challenge for us would be fundraising and processing capital to manage their money and use their money in investment activities. Currently, most of Indonesian people only use their money to manage their financial and only put their money in saving accounts. We believe by building a partnership with government, micro-finance and investors will make the investment campaign much more effective and efficient. It will also help our company to establish in the customer's perspective.</p> <p>We will develop strategic partnership with key companies in Indonesia, especially Finance Resource providers, so we can provide a special offer for their employees, including training and workshop. The special offer would be a free subscription for 6 months. The open and fundraising strategy will improve their employees' capacity in financial management which will result a higher productivity to work. We target to reach 1,000 users through this channel in our first year of working.</p> <p>We will also develop strategic partnership with local universities in Indonesia to reach their alumni and provide a special offer. We will also provide free 6-month subscription for our university partner's alumni. This channel will bring a great effect to our customer acquisition strategy. The target to reach another 1,000 users through this channel in our first year of working.</p> <p>Organization Chart, Hiring Plan and Budget</p> <p>Our FY1 will be composed of two sub-teams: one will be a CFO and CTO. We will recruit another strategic management team as CFO after we launch the product. Our management team consisted of a group composition of top-quality investment banker, successful senior-tech startup founder, and a great-minded entrepreneur. They will take a role as CFO and CTO to ensure business director's growing investment firm and also investment projects in key sectors. Strategic who took a role as a CFO will a</p>	<p>Number of many successful startups in Indonesia, and expect, have founded some successful startups, will take a role as the CFO.</p> <p>Our startup phase development stage, we will heavily focus on app development and strategic partnership. Thus, we will only invest on small teams: CTO, CFO, CMO, CPO, and CDO. During our second year, we will expand our team especially in Finance and Marketing. We will have CMO, CFO, Head of Marketing and Sales, Marketing Specialist, Sales Manager, and a small content and design acquisition through some online and offline creative marketing, customer service team, independent lawyer, independent accountant and investment management team. The number of employees expected to grow up to almost a hundred in our year 2.</p> <p>The detail on hiring plan and budget can be seen on Appendix A: Details and Budget.</p> <p>Prospective Advisory Board</p> <p>Our FY1 will be composed of two advisors. One of them is Mr. D. P. H. (Finance), who is well-known in the financial advisor in Indonesia. He is a former CEO of BPP Finance, which is the second biggest investment bank in Indonesia. He expect him to guide the company especially on financial practice in Indonesia. The other one would be Mr. M. (Marketing), who is Chairman of the Board of Commissioners of Indonesian Financial Service Authority. We expect him to guide the company especially in regulation and promotional aspect. The first person mentioned has already confirmed and committed to be our advisor.</p> <p>Financial Model</p> <p>The revenue streams come from: brokerage fee at 0.15% (which is below the market rate at 0.1-0.2% brokerage fee), premium membership subscription at \$20 per year, and advertising fee. The cost of goods sold (COGS) is equal to the customer acquisition fee, which is only of the 1st year subscription fee. That number will be given as below for the area why give the best.</p> <p>The detail on revenue model can be seen on Appendix B: Revenue Model.</p> <p>The business requires a minimum capital of \$200,000 that will be used for salaries and wages (development team), overhead cost and early marketing program. With that amount of money, we will build a MVP product, test and validate the market and produce the product into the first version product. Then, we will use another seed capital of \$200,000 to cover our COGS over 18-24 months in the first and second year after launching. After reaching the target for FY1, we will have the opportunity to raise the next round for equity financing.</p> <p>The detail on our financial statement can be seen on Appendix C: Income Statement.</p> <p>The startup phase will take time around 6 months. The first year of operation is spent when the product launched. Operational efforts will be primarily focused in: distributing users, building strategic relationships and hiring key executives. Based on our preliminary financial statements, our FY1 will perform a difficult cash flow until 6-year after launching, then we will be able to turn a profit from 6-year.</p>
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课程信息：教育学与教育管理



课程概览

当今瞬息万变的外部环境所带来的不确定性、复杂性、模糊性，使持续变革成为教育机构发展的必需。驾驭变革的核心能力中最难运作的是组织内教师学生的观念、态度和文化这些“软体”部分。如何在面临改变时帮助师生自我调适，变得更具“适应性”，一线教育者与教育管理者如何打破自己长期以来的行为模式和工作习惯，又如何引导团队成员突破以往成功经验的束缚，集思广益、跨界合作得出解决之道。

哈佛大学教育学院在过去几十年里一直进行相关的研究，并成功提出了“变革免疫”（immunity to change）的理论模型，用于解释个人和组织无法变革的内在原因。他们同时提出了破解变革免疫的分析方法，帮助个人及组织及早认识潜在的问题和阻力，同时设计和采取相应的行动计划，从条件反射式的变革抵御行为中突围，从个人与组织内部创造出正向积极的变革氛围和信心。

本项目从教育学、心理学、管理学和社会学的层面讨论“Immunity to Change 变革免疫”与“Adaptive Leadership 适应性领导力”两大哈佛著名教育与管理理论。通过对行为的观想、认知和反思，探索行为背后的主观假设及其因果关系，从而帮助未来教育工作者从个人及组织层面，清晰的看到当前建构中的极限和盲点，跳出自我的主体，客观地看待问题，突破教学方法与教育管理的瓶颈。



师资介绍

哈鲁尼博士 哈佛大学

- 哈佛大学教育学院讲师
- 美国人文与科学院博士后
- 教育学、心理学、哲学和政治经济学跨学科领域教育知名专家，21世纪教育变革的引领者
- 哈佛教育评论专栏作家，伯克利教育评论撰稿人
- 曾获美国国家教育学会（National Academy of Education）杰出教育学者奖
- 曾担任中国教育部顾问



课程结构

第一周

课前预习

欢迎致辞/课程导览

在线课程 1：理解变革免疫

利用哈佛大学开发的“变革免疫”框架，我们将研究习惯的心理学，以及为什么人们即使渴望改变，也会对改变表现出抵排斥。

辅导课 1：阅读写作：文献检索、管理和阅读

第二周

在线课程 2：教学经验提升 - 克服变革免疫（哈佛大学案例教学法）

学生们将参加实践工作坊，学习如何改变习惯，如何专注于学习而不是结果，如何避免自责、践行智慧。工作坊将借鉴科学方法和中国古代哲学，特别是王阳明的著作。

辅导课 2：研究计划

确定研究问题 / 规划研究故事线

第三周

在线课程 3：教育机构组织领导力管理 - 践行领导力，创造变革

学生们将学习哈佛大学开发的适应性领导力框架的基础知识，学习如何在各种环境下工作创造改变，并领导他人合作与解决问题。

辅导课 3：学术写作

学术论文结构 / 学术论文工具

第四周

在线课程 4：将知识运用于未来的职业发展（哈佛大学案例教学法）

学生将学习如何将所学应用到未来的学术和职业生涯中。我们将讨论西方精英大学取得的成功，以及我们所学到的知识理念如何能够开启通往伟大成就的道路。

结业致辞

辅导课 4：撰写案例研究分析

数据收集和整合 / 数据的组织和展示

以上课程时间安排，根据实际情况，可能会略有调整。