PRODUCT BY MARK · SYLLABUS

Advanced Product Leadership Certificate

Lead the organization behind the product.

For product leaders who already make product decisions and now need to run the team, the operating system, and the executive conversation. Includes the full Advanced Product Management Strategy curriculum, plus two leadership modules and an expanded capstone.

$2,999 USD

One-time program tuition

www.productbymark.com/advanced-product-leadership

32+ Hours of professional development	**8** Core modules	**Capstone** Strategy plus leadership plan	**Certificate** Upon successful completion

THE PROGRAM

Lead the system that builds the product

Great product judgment still starts with the customer, the strategy, and the business. Leading a product organization asks for something more.

You are responsible for how other product managers decide, where ownership sits, and which bets the company will actually fund.

The Advanced Product Leadership Certificate includes the full Advanced Product Management Strategy curriculum — judgment, discovery, strategy, metrics, business thinking, and influence — and then adds the work only a product leader owns.

Modules 07 and 08 cover the product organization itself: coaching, decision rights, operating cadence, and the executive ask, including what the company will stop.

Through case studies and publicly documented practices from companies such as Google, Meta, PayPal, Stripe, Coinbase, Tesla, Amazon, Netflix, Airbnb, OpenAI and other technology leaders, participants study both the product choice and the organizational choice underneath it.

The objective isn't to copy these companies.

It is to develop the judgment required to lead the people and the investment behind a product.

GOOGLE · META · PAYPAL · STRIPE · COINBASE · TESLA · AMAZON · NETFLIX · AIRBNB · OPENAI

AUDIENCE

Who this program is for

The program is designed primarily for:

- **Group Product Managers**
- **Product Directors**
- **Heads of Product**
- **VPs of Product**
- **Product and innovation leaders**
- **Founders responsible for a product organization**

Participants should already be leading product managers, owning a product organization, or making product decisions with executives. Experienced individual contributors who want the strategy curriculum without this organizational scope should take the Advanced Product Management Strategy Certificate.

> This is the strategy curriculum, plus the work of leading a product organization: coaching other product managers, setting decision rights, and asking the company to concentrate its investment. It is not an introductory course on Agile ceremonies or writing user stories.

LEARNING OUTCOMES

What you'll be able to do

By completing the program, participants should be able to:

01 **Develop stronger product judgment**
Evaluate product opportunities using customer insight, market dynamics, technology capabilities, business economics and strategic context.

02 **Create compelling product strategy**
Translate company objectives and market opportunities into clear product choices, strategic bets and measurable outcomes.

03 **Discover what customers actually need**
Use customer interviews, behavioral data, experimentation and design thinking to identify meaningful problems before committing significant engineering resources.

04 **Think 10X instead of 10%**
Learn when incremental optimization is appropriate — and when teams should rethink the problem entirely.

05 **Build products customers love**
Move beyond feature delivery toward creating differentiated experiences with strong product-market fit, usability and customer value.

06 **Use data without becoming data-driven by default**
Combine analytics, experimentation, qualitative research and product intuition to make better decisions under uncertainty.

07 **Build financially intelligent products**
Understand revenue models, unit economics, pricing, investment tradeoffs and how product decisions translate into business outcomes.

08 **Lead without relying on authority**
Create alignment across engineering, design, marketing, sales, operations and executive stakeholders.

09 **Operate as an AI-native product leader**
Use AI to accelerate research, prototyping, analysis, product discovery and execution while understanding where human product judgment remains essential.

10 **Lead a product organization**
Design decision rights, ownership, and an operating cadence so the team can make good product decisions without you in every room.

11 **Coach other product managers**
Develop product judgment in the people around you, so the organization's quality does not depend on a single leader.

12 **Concentrate the company's investment**
Choose the bets the organization will fund, name what it will stop, and ask executives for that decision directly.

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The curriculum

Modules 01–06 are the Advanced Product Management Strategy curriculum. Modules 07–08 are the leadership expansion: running a product organization, and carrying a concentrated bet to executives.

STRATEGY CURRICULUM
MODULE 01

Product Judgment: How Great Product Leaders Think

From feature manager to product leader

The program begins with the fundamental skill underlying exceptional product management: judgment.

Participants examine how strong product leaders frame ambiguous problems, distinguish symptoms from underlying customer needs, make decisions with incomplete information and balance customer, technology and business considerations.

TOPICS

- What separates good PMs from exceptional PMs
- Outputs vs. outcomes
- First-principles thinking
- Product intuition vs. evidence
- Learning from successful and failed technology products
- Product sense and product judgment
- Identifying the real problem
- Working with incomplete information
- Making reversible and irreversible decisions

APPLIED EXERCISE: PRODUCT TEARDOWN

Select an existing technology product and analyze:

- The customer problem
- The product's core value proposition
- Key product decisions
- Sources of differentiation
- Metrics that likely matter
- What you would change and why

DELIVERABLE

Product Judgment Brief

STRATEGY CURRICULUM
MODULE 02

Customer Discovery & Design Thinking

Fall in love with the problem, not your solution.

Exceptional products begin with unusually deep customer understanding.

This module combines customer discovery with human-centered design techniques to help product leaders uncover unmet needs, identify behavioral patterns and rapidly test assumptions before expensive development begins.

TOPICS

- Jobs to Be Done
- Observational research
- Identifying pain vs. inconvenience
- Problem framing
- Rapid prototyping
- Separating what customers say from what they actually do
- Customer interviewing
- Customer journey mapping
- Design thinking
- Hypothesis development
- Usability testing
- Finding underserved customer needs

APPLIED EXERCISE

Conduct customer discovery around a real product problem and synthesize findings into a prioritized set of customer needs.

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Customer Opportunity Map

STRATEGY CURRICULUM

MODULE 03

Product Strategy & 10X Thinking

Strategy is about choosing what not to do.

Roadmaps describe activities. Strategy explains why you believe a particular set of choices will win.

Participants learn how to move from broad corporate objectives to clear product strategy and how ambitious organizations identify opportunities for step-change rather than incremental improvement.

TOPICS

- Product vision vs. product strategy
- Strategic positioning
- 10X vs. 10% product thinking
- Technology inflection points
- Build, buy or partner decisions
- Network effects
- Opportunity cost
- Making concentrated product bets
- Market and competitive analysis
- First-principles thinking
- Identifying strategic advantages
- Platform and ecosystem thinking
- Strategic moats
- Prioritization
- Outcome-based roadmaps

CASE DISCUSSIONS

Participants examine strategic product decisions and operating principles associated with companies such as Google, Stripe, PayPal, Tesla, Coinbase, Amazon, Netflix and other technology leaders. The goal is not to reproduce another company's playbook but to understand the reasoning behind consequential product decisions.

APPLIED EXERCISE

Create a strategy for a real or hypothetical product facing multiple competing opportunities.

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Product Strategy One-Pager

STRATEGY CURRICULUM
MODULE 04

Metrics, Experimentation & Product-Market Fit

Measure whether you are creating value — not simply shipping software.

Product leaders need to understand what is happening inside their products and why.

This module covers the quantitative side of product leadership without losing sight of customer behavior and judgment.

TOPICS

- North Star metrics
- Leading and lagging indicators
- Engagement
- Cohort analysis
- Product-market fit
- Experiment design
- Statistical vs. practical significance
- Instrumentation
- Avoiding vanity metrics
- Input vs. output metrics
- Activation
- Retention
- Funnels
- A/B testing
- Guardrail metrics
- Growth loops
- Diagnosing product problems with data

APPLIED EXERCISE

Design the measurement framework for a product or major new feature.

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Product Metrics & Experimentation Plan

STRATEGY CURRICULUM
MODULE 05

Business Thinking for Product Leaders

Great products must create customer value and enterprise value.

Senior product leaders need to understand more than users and technology. They need to understand the economics of the business.

This module develops the commercial and financial judgment required to participate in executive-level product decisions.

TOPICS

- Business models
- Pricing and packaging
- Customer acquisition
- Contribution margin
- Market sizing
- Cost of delay
- Portfolio allocation
- Growth vs. profitability tradeoffs
- Revenue models
- Willingness to pay
- Lifetime value
- Unit economics
- ROI
- Product investment decisions
- Build vs. buy
- Creating an executive-level business case

APPLIED EXERCISE

Evaluate a potential product investment from both the customer and financial perspectives.

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Product Investment Business Case

STRATEGY CURRICULUM
MODULE 06

Product Leadership, Influence & AI

Product leadership is the ability to create clarity when nobody reports to you.

Senior PMs operate at the intersection of customers, engineering, design, data, marketing, sales and executive leadership.

This module examines how product leaders create alignment, resolve disagreement, communicate strategy and increase the effectiveness of the teams around them.

It also explores how AI is changing the operating model of modern product teams.

TOPICS

- Leading without authority
- Working with strong technical leaders
- Managing disagreement
- Writing effective decision documents
- Saying no
- Coaching and developing PMs
- AI-assisted customer research
- AI prototyping
- AI agents and product workflows
- Evaluating probabilistic products
- Product/engineering/design partnerships
- Stakeholder mapping
- Executive communication
- Product reviews
- Creating empowered teams
- Product culture
- AI-assisted competitive analysis
- AI-assisted analytics
- Building AI products
- The evolving role of the product manager

APPLIED EXERCISE

Prepare and deliver an executive recommendation for a consequential product decision.

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Executive Product Decision Memo

LEADERSHIP EXPANSION
MODULE 07

Leading the Product Organization

The job changes when other product managers depend on your judgment.

Individual product judgment does not scale on its own. Once other product managers report to you, or rely on you, the work becomes hiring, coaching, decision rights, and an operating cadence the organization can run without you in every meeting.

This module treats the product organization as something you design: what it is responsible for, where decisions sit, and how managers get better over time.

TOPICS

- From senior individual contributor to manager of product managers
- Coaching product judgment, not only output
- Team topology and ownership boundaries
- Operating cadence: reviews, planning, and strategy checkpoints
- Product culture
- When to stay close to a product and when to step back
- Hiring and interviewing product managers
- Feedback, career ladders, and developing leaders
- Decision rights
- Delegation without losing the plot
- Disagreement inside the product organization
- Making the team effective when you are not in the room

APPLIED EXERCISE: PRODUCT ORGANIZATION DESIGN

Using a real or case product organization, specify how it should operate:

- Who owns which decisions
- The operating cadence
- How product managers are coached
- What you will stop doing yourself

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Product Organization Operating Brief

LEADERSHIP EXPANSION
MODULE 08

Executive Strategy and Organizational Bets

A strategy the company will not fund is a memo.

Product leaders are accountable for where the organization places limited investment. That means choosing a few bets, stopping others, and carrying the choice into executive conversations where incentives, timing, and organizational change are part of the decision.

This module extends product strategy into the work of getting a company to concentrate.

TOPICS

- Portfolio strategy across products
- What the organization will stop
- Building a coalition
- Incentives and misaligned goals
- Reversing a decision in public
- Sequencing organizational change with the product plan
- Investment allocation at company scale
- Executive and board narratives
- Change leadership
- Multi-year product bets
- Managing up without becoming a messenger
- Making the ask explicit

CASE DISCUSSIONS

Participants examine organization-level product bets: moments when a company concentrated investment, stopped a line of work, or changed how product decisions were made.
The goal is to see the leadership choice underneath the product choice — what had to be true organizationally for the strategy to happen.

APPLIED EXERCISE: EXECUTIVE REVIEW

Prepare the review you would run with your executive team for a consequential bet:

- The decision you are asking for
- What the company will stop funding
- The organizational changes required
- How you will know the bet is failing

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Executive Leadership Recommendation

ASSESSMENT

Capstone — The Product Leadership Challenge

Knowledge alone doesn't demonstrate product leadership.

The capstone begins with the same product strategy challenge as the $2,000 certificate: a real product, business problem, or approved case study, and an integrated product recommendation.

It then adds the organizational work. Who must change how they work, how you will lead the first 90 days, and the decision you are asking the company to make — including what it will stop.

01 **Customer Problem**
Who is the customer and what important problem are we solving?

02 **Evidence**
What qualitative and quantitative evidence supports the opportunity?

03 **Product Vision**
What future are we trying to create?

04 **Strategy**
Where will we play, how will we win, and what will we deliberately not pursue?

05 **10X Concept**
What would a dramatically better solution look like if existing constraints were reconsidered?

06 **Product Experience**
How should the solution work from the customer's perspective?

07 **Metrics**
How will we know whether the product is succeeding?

08 **Business Case**
Why should the organization invest in this opportunity?

09 **Execution Plan**
What should be tested first and what should be built later?

10 **Executive Narrative**
How would you persuade company leadership to support the recommendation?

11 **Organization**
Who needs to work differently, and which decision rights have to change?

12 **Ninety-Day Leadership Plan**
How will you coach the team and create alignment in the first 90 days?

13 **Executive Ask**
What decision are you asking company leadership to make, including what the organization will stop?

FORMAT

How the program works

The program includes the full strategy curriculum, then adds leadership practice. Learning stays applied: every module produces a work product, and the capstone is evaluated.

32+ Hours of Professional Development

Approximately 32–40 hours of instruction, exercises, case studies, independent work, and capstone development. That includes the 20–25 hours of the strategy curriculum plus the leadership expansion.

Eight Modules

Modules 01–06 are the Advanced Product Management Strategy curriculum. Modules 07–08 cover leading a product organization and executive-level bets.

Real-World Case Studies

Analyze product decisions and practices drawn from leading technology organizations and experienced product practitioners, including organization-level bets.

Practical Frameworks & Templates

Participants receive the strategy tools, plus reusable tools for:

- Customer discovery
- Prioritization
- Experimentation
- Executive communication
- Decision rights
- Coaching product managers
- Executive asks
- Product strategy
- Metrics
- Business cases
- Product decision-making
- Operating cadence
- Portfolio allocation

Applied Assignments

Every module produces a tangible work product rather than relying exclusively on passive video learning.

Expanded Capstone

The strategy capstone, plus an organization design, a 90-day leadership plan, and an explicit executive ask.

REQUIREMENTS

Completion requirements

The Advanced Product Leadership Certificate is an earned credential, not a certificate issued simply for purchasing the course.
To receive the certificate, participants must:

01 Complete all eight learning modules

02 Complete required exercises and assignments

03 Submit the Product Leadership Capstone, including the organization, 90-day leadership plan, and executive ask

04 Demonstrate competency across the core learning objectives

05 Receive a passing evaluation on the capstone assessment

The capstone is evaluated across

Customer Insight
Does the participant deeply understand the customer and problem?

Strategic Thinking
Are the choices coherent, differentiated and defensible?

Product Judgment
Are assumptions, risks and tradeoffs recognized?

Analytical Rigor
Are metrics and evidence used appropriately?

Business Judgment
Does the recommendation create meaningful business value?

Innovation
Does the participant consider solutions beyond incremental improvement?

Communication
Can the participant communicate the recommendation clearly to senior stakeholders?

Organizational Leadership
Does the plan change how the team works, not only what gets built?

The Ask
Is the executive decision explicit, including what the company will stop funding?

CREDENTIAL

Certificate in Advanced Product Leadership

Participants who successfully complete the program and capstone earn the Certificate in Advanced Product Leadership, issued by Product by Mark.

The certificate recognizes demonstrated competency in the strategy curriculum — product judgment, discovery, strategy, analytics, and business thinking — and in leading a product organization: coaching, decision rights, and executive-level investment choices.

The credential is designed for product leaders seeking to demonstrate continued professional development beyond individual product strategy.

The credential can be added to a résumé, professional development record or LinkedIn profile.

EACH CERTIFICATE INCLUDES

- Participant name
- Date of completion
- Certificate identification number
- Instructor signature
- Program name
- Professional development hours
- Issuing organization
- Verification URL

SUMMARY

Program at a glance

PROGRAM	Advanced Product Leadership Certificate
CREDENTIAL	Certificate in Advanced Product Leadership
LEVEL	Advanced / Product Leadership
FORMAT	Online Professional Development
INCLUDES	Advanced Product Management Strategy curriculum (modules 01–06)
CURRICULUM	8 Core Modules + Expanded Capstone
ESTIMATED LEARNING TIME	32–40 Hours
ASSESSMENT	Applied Assignments + Leadership Capstone
TUITION	$2,999 USD
ISSUED BY	Product by Mark
DESIGNED FOR	Group PMs, Directors, Heads of Product, and founders who lead a product organization

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ENROLL

Invest in leading the product organization

Technology changes quickly.

The responsibility of a product leader does not:

Understand what matters, decide what to build, and get the organization to follow through.

The Advanced Product Leadership Certificate includes the strategy curriculum and adds the organizational work: coaching, decision rights, and an executive ask.

The original six-module strategy program is still available at $2,000. **Advanced Product Management Strategy Certificate**

Enroll at **www.productbymark.com/advanced-product-leadership**. Send an enrollment request and Mark will follow up with payment details plus the syllabus and tuition documentation your employer may need.