

THE MIT EXECUTIVE MBA

MIT Sloan
School of Management



CHALLENGE
CONVENTION.
CHALLENGE
YOURSELF.

LEVERAGE THE MIT EDGE.

MIT FEELS LIKE A STADIUM WITH NO SEATS—EVERYONE IS IN THE GAME. THERE'S A CRACKLING DRIVE AND CURIOSITY THAT FILLS THE AIR.

SUSAN HOCKFIELD
PRESIDENT
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

The Executive MBA Program taps MIT's deep roots in innovation, research, and management to give you an edge, in any marketplace, in any economy. Here you boost your capabilities with data-driven tools grounded in the science of management. You increase your impact on your organization and the world with a strategic set of business fundamentals. And you accomplish all this in a collaborative environment among world-class peers.



THE MIT EMBA AT A GLANCE

The EMBA schedule is designed to maximize your learning while complementing your work and home life.

- 20-month mid-career MBA
- Classes every third week on Friday/Saturday
- One week-long module every 6 months
- One-week international project trip
- Classes start October 20, 2012
- Application deadlines:
 - Round 1: February 16, 2012
 - Round 2: May 31, 2012

CHALLENGE.

The EMBA program is designed for rising executives who are looking to challenge themselves, to challenge convention, and to challenge their field. You develop the tools and the confidence to take the right risks at the right time and to create innovative solutions to historic problems.

BROADEN.

With cross-industry learning, leading-edge research, and collaboration with renowned faculty and peers, you will broaden your perspective. Empowered with cutting-edge tools and methods, you will solve complex challenges and seize strategic opportunities.

IMPACT.

Through real-world projects in the classroom and out, you will immediately integrate what you learn with how you perform on the job. The EMBA emphasizes action learning, delivering impact for you and your company right from the start of the program.

TRANSFORM YOUR COMPANY— AND YOURSELF.

CAPABILITIES DEVELOPED REALIZE YOUR STRATEGIC PRIORITIES

PRICING STRATEGY



Profitability
Market Share

SYSTEM DYNAMICS



Operational Efficiency
Competitive Advantage

OPTIMIZATION



Profitability
Operational Efficiency
Service Excellence

CHANGE MANAGEMENT



Innovation
Profitability
Operational Efficiency

SLOAN LEADERSHIP FRAMEWORK



Innovation
Leadership Development

CORPORATE INNOVATION



Innovation
Profitability
Market Share
Competitive Advantage

TECHNOLOGY STRATEGY



Innovation
Profitability
Competitive Advantage
Operational Efficiency

GLOBAL OPERATIONS



Profitability
Market Share
Operational Efficiency

MARKETING STRATEGY



Profitability
Market Share
Competitive Advantage

With 77 Nobel laureates, MIT is the world's center of innovation and leadership. Over the last half-century, MIT Sloan has defined the science of management and engineered innovations that have changed the face of business. System dynamics, marketing science, McGregor's Theory X and Theory Y, and the Black-Scholes derivatives pricing model all began here. During the program you will collaborate with MIT's thought leaders and develop the advanced management capabilities you need to realize your strategic priorities.

SIMON JOHNSON

Ronald A. Kurtz (1954)
Professor of Entrepreneurship
Professor of Global Economics
and Management



As a teacher, research fellow, author, past IMF chief economist, and member of the Congressional Budget Office's Panel of Economic Advisors, Simon Johnson is an influential global thought leader in banking and finance. Johnson is particularly excited about his work at MIT.

"The Institute is a special place, a place where ideas are first and foremost. That's one of the things that make the EMBA program at Sloan so powerful. Executives in this program learn a lot quickly in the company of outstanding and insightful people—while still being fully employed."

GEORGIA PERAKIS

William F. Pounds Professor of Management
Professor of Operations Research
and Operations Management



Georgia Perakis uses optimization models to solve complex problems in transportation, pricing, and revenue management — research that has earned her many accolades, including the CAREER Award from the NSF and the PECASE award from the Office of the President on Science and Technology. Her deep industry experience is invaluable to EMBA students and their companies.

"I help executives look at the impact of competition on their companies' profits — and opportunities," she says. "Looking at competition scientifically is an eye-opener for most executives."

JOHN STERMAN

Jay W. Forrester Professor of Management
Professor of System Dynamics
and Engineering Systems



"One of the thrilling aspects of teaching at MIT is the intellectual scope it affords," notes MIT EMBA faculty member John Sterman. "Our work is not roped in by traditional disciplinary boundaries."

A system dynamics pioneer renowned for his work on organizational learning, sustainability, and management flight simulators, Sterman has won seven awards for teaching excellence at MIT.

"We live in a world of interaction and complexity. To create a high-performing organization, we have to move the focus beyond just optimizing the pieces. That's why we've made systems thinking and organizational design key components of the MIT EMBA curriculum."

JOIN A NETWORK OF IMPACT.



MIT'S MOST SIGNIFICANT DIFFERENTIATOR IS THE COLLABORATIVE CULTURE AND MISSION-DRIVEN NATURE OF THE STUDENTS. I AM SURROUNDED BY A GROUP OF ENERGETIC, SELF-MOTIVATED, AND BRILLIANT LEADERS OPEN TO NEW IDEAS. I IMMEDIATELY FELT COMFORTABLE IN THIS TEAM ENVIRONMENT, AS BOTH A LEARNER AND A CONTRIBUTOR.

LYNN BOLLENGIER '12
VICE PRESIDENT, ENGINEERING
L-3 WARRIOR SYSTEMS, INSIGHT

Born of a community that thrives on interdisciplinary collaboration, the MIT EMBA empowers you with team-based projects and a culture of deep questioning and healthy debate. It creates a cohort of colleagues who challenge you to consistently excel, who give you the confidence to do more.

The EMBA program offers a unique learning experience that immediately integrates what you learn with how you perform on the job. The program concentrates on building a strong set of research-based techniques and firsthand experiences that will enrich the most pivotal years of your career.

THE PROGRAM EXPERIENCE

ELITE PEER GROUP

Your peers in the program quickly become trusted allies. As experienced business leaders, they represent a wide cross-section of industries, roles, and nationalities, resulting in rich, cross-functional perspectives and productive collaborations.

APPLIED LEARNING

MIT's credo *mens et manus* (mind and hand) is manifested in action learning experiences and projects centered on your own organization. You and your company leverage the value of the MIT impact right from the start.

PROGRAM DESIGN

The program is designed around a flexible schedule that enables busy executives to balance work and personal life with a strategic investment in their career. Weekend classes usually meet once every three weeks, with a week-long module every six months.

FACULTY EXPERTISE

You work with MIT faculty who are influential architects in the creation of management, finance, entrepreneurship, and technology best practices. Many are advisors to some of the most prominent companies in the world.

UNRIVALED NETWORK

At the heart of the program is the opportunity to join an elite forum for innovation, collaboration, and leadership, and a tight-knit network of 125,000 MIT alumni.

LYNN BOLLENGIER Class of 2012

Vice President, Engineering
L-3 Warrior Systems, Insight



After 18 years in engineering management and product development, Lynn Bollengier was promoted to VP of New Product Development for L-3 Warrior Systems, Insight. Facing new responsibilities, Bollengier wanted to enhance her capabilities to lead the creation of the next generation of defense systems for this public company.

"Since I've joined the MIT EMBA program, my division looks to me to bring a broader vision and richer insights to the table. They place a much higher value on my input and are eager to hear what I'm learning."

RICHARD BAUM Class of 2012

Chief of Interventional Radiology
Brigham and Women's Hospital
Associate Professor
Harvard Medical School



A prominent physician, scientist, and accomplished leader, Richard Baum says he was looking for serious business training in an EMBA program. Baum holds a medical degree and an MPA from Harvard's Kennedy School of Government, but felt his education was incomplete without the strategic management expertise necessary to lead a multimillion-dollar medical enterprise.

"I wanted to learn the science of management. I wanted a program that was designed exclusively for senior executives," he says. "I also wanted an earnest program that refused to take shortcuts. The MIT EMBA was the perfect choice."

GUHA BALA Class of 2013

President,
Vicarious Visions, Inc.



Guha Bala '13 and his brother Karthik '13 founded Vicarious Visions in 1994 in their parents' basement. With mega-hit video games like Guitar Hero and Spider-Man, the brothers have helped to create entertainment blockbusters totaling \$2.5+ billion in sales. When the whole world wants your product, why do business school?

"MIT is at the intersection of technology, media, entrepreneurship, and business," Bala explains. "That combination represents extraordinary value to entrepreneurs like us—and to a company like Vicarious Visions."

PROGRAM COMPONENTS

The core curriculum provides you with an advanced management foundation, which you then amplify with specialized electives and projects that align the program with your own learning priorities.

WEEKEND SESSIONS

The 26 weekend sessions meet all day Friday and Saturday and are spaced about three weeks apart. These sessions provide iterative engagement with the program courses and an opportunity for you to work with classmates and build on one another's experiences.

EXECUTIVE MODULES

The four executive modules are each six to nine days long and spread six months apart. They offer an immersive experience during which you realize the benefits of being a full-time student at MIT. The executive modules combine intensive classwork, collaboration with classmates on projects, and evening events and speakers that build a tight bond within your MIT community.

APPLIED PROJECTS

Action learning projects are a central component of classes. They give you an opportunity to immediately apply the methodologies you learn to your company and to industries of interest. The capstone project is Global Organizations Lab (GO-Lab). You work in a small EMBA team for an international company helping them solve a global integration issue. This includes one week at company sites abroad for field research and immersion in the company's challenges.

ELECTIVES

Electives provide an opportunity to deeply explore specific areas of interest. There are three periods during which you take electives: January '13, January '14, and Spring '14. Each January you may choose to take one or two weekends of electives. Actual electives, which vary from year to year, focus on advanced topics and cutting-edge research. EMBA students may also take advantage of full cross-registration privileges at Harvard and in MIT's full-time programs.

MIT EXECUTIVE MBA CURRICULUM

INTEGRATED AND ACTION LEARNING COURSES

Leadership and Integrative Management Oct. 20–28, 2012
Perspectives on Creating, Capturing, and Conserving Value
Deep Dive on the Challenges of a Multinational Organization

Strategic Management of Innovation and Entrepreneurship Mar. 17–23, 2013
New Product Innovation
Entrepreneurial Strategy

Organizations Lab (O-Lab)
Organizational Analysis for Change Initiatives
Implementation amid Organizational Resistance
Features full-semester in-company project

Leading in a Global Context Oct. 21–26, 2013
Macroeconomics: Countries and Regions
Global Markets and Strategy

Global Organizations Lab (GO-Lab)
Organizational Strategies in Emerging Markets
Strategic Solutions to Global Challenges
Features full-semester host company project

Leading Complex Organizations May 10–18, 2014
Organizational Economics and Strategic Design
Delivering Value Globally and Sustainably

ANALYTICAL FRAMEWORKS

Applied Economics for Managers
Microeconomics: Firms and Markets
Economic Analysis of Corporate and Policy Decisions

Financial Accounting
Accounting Information for Corporate and Investment Assessment
Financial Statement Analysis

Data, Models, and Decisions
Driving the Business through Best-practice Quantitative Methods
Industry Perspectives and Applications

Introduction to System Dynamics
Systems Thinking and Modeling
Organizational Design and Management in a Dynamic World

BUSINESS ESSENTIALS

Leading Organizations
Organizational Behavior
Change Leadership for the Rising Executive

Competitive Strategy
Strategies for Competitive Advantage
Modern Strategic Management

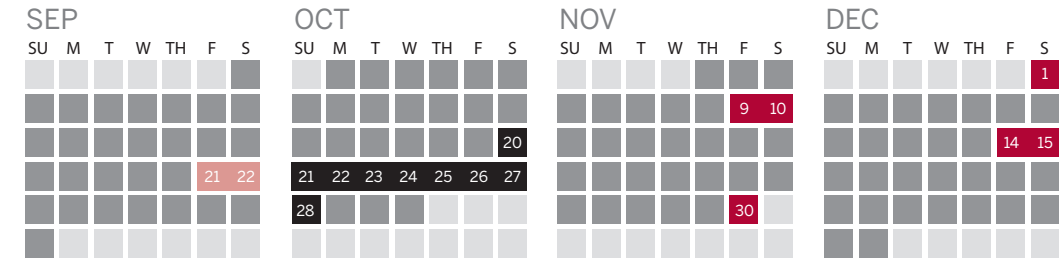
Operations Management
Global Operations Strategies
Supply Chain Management

Financial Management
Corporate Finance and Capital Markets
Risk Measurement and Risk Management

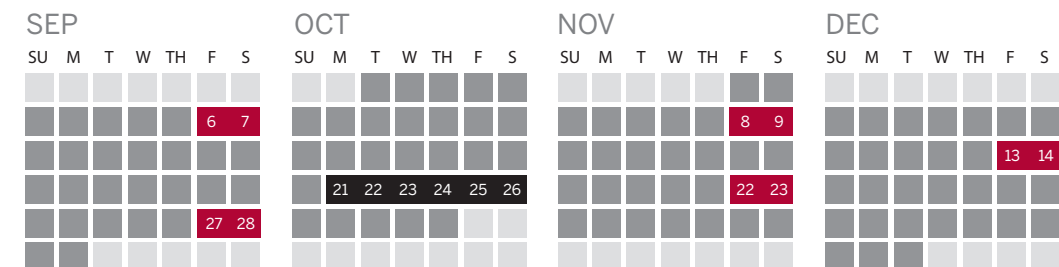
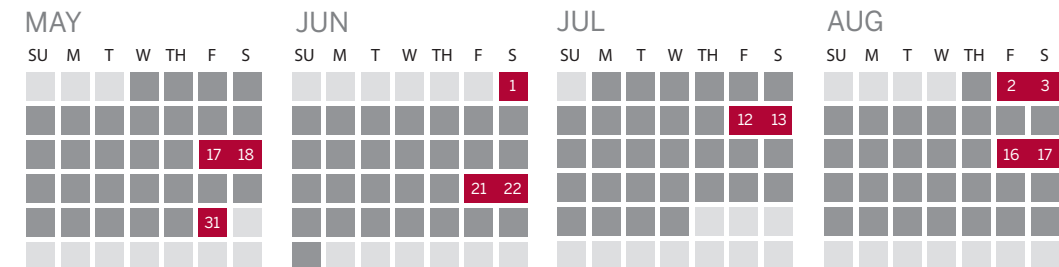
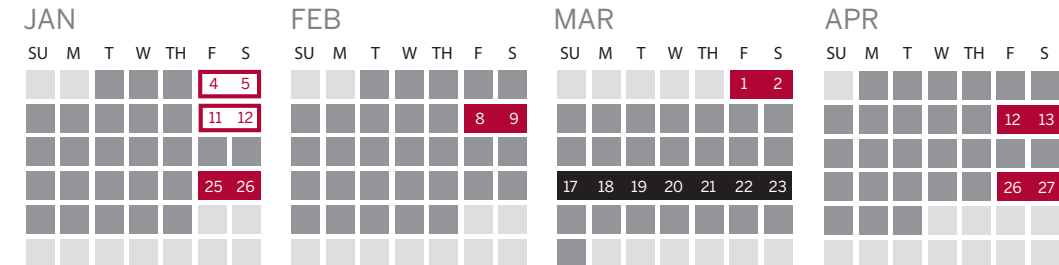
Marketing Management
Market Segmentation
Marketing Strategy

2012–14 Program Schedule

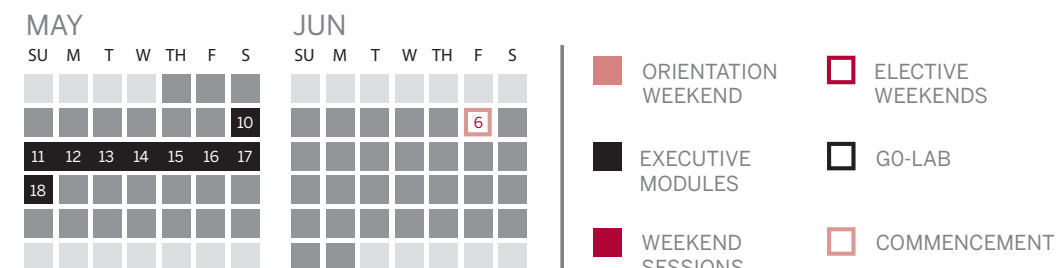
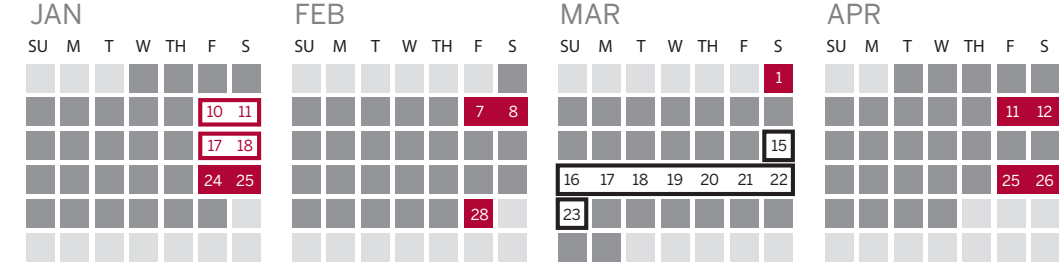
2012



2013



2014



- ORIENTATION WEEKEND
- EXECUTIVE MODULES
- WEEKEND SESSIONS
- ELECTIVE WEEKENDS
- GO-LAB
- COMMENCEMENT



Class of 2013 at a Glance

70
global executives

83%
director-level and above

39
average age

54%
non-local
(outside driving radius)

17
average years of work experience

39%
international origin

40%
advanced degrees

100%
employed full-time

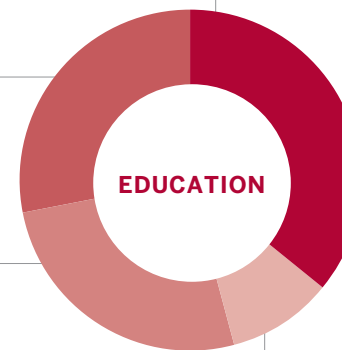


36% Engineering

28% Science
Medicine
Mathematics
Computer Science

26% Business
Economics

10% Humanities
Social Science
Other



THE STUDENTS ARE FROM ALL OVER THE WORLD AND REPRESENT VERY DIFFERENT INDUSTRIES. BUT THEY ARE ALL EXCEPTIONAL LEADERS IN THEIR FIELD, AND WE SHARE A POWERFUL CAMARADERIE. TOGETHER, WE EXAMINE CORE ISSUES FROM MULTIPLE PERSPECTIVES AND SHARE AND TEST THE “TRIBAL PRACTICES” OF OUR INDUSTRIES. I CAN’T EMPHASIZE ENOUGH HOW MASSIVELY IMPORTANT THIS IS TO ME AND MY COMPANY.

AMJAD HUSSAIN '12
OWNER/PRESIDENT
SILKROUTE GLOBAL

49% Northeast

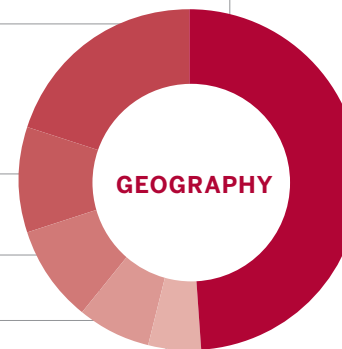
20% Mid-Atlantic

10% Southeast

9% West

7% Midwest

5% International



INDUSTRY

- 22%** Healthcare / Life Sciences
- 21%** Software / Technology
- 19%** Financial Services
- 8%** Consulting Services
- 4%** Aerospace / Defense
- 4%** Government / Military
- 4%** Real Estate
- 3%** Advertising
- 3%** Consumer Products
- 3%** Education / Not-for-profit
- 3%** Energy
- 3%** Media / Entertainment
- 3%** Other

25% C-level

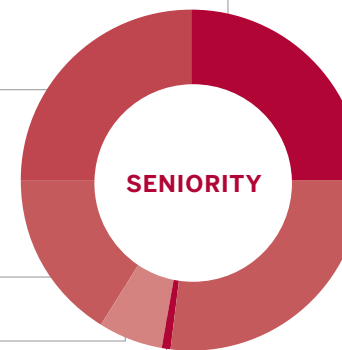
25% Director

16% Vice President

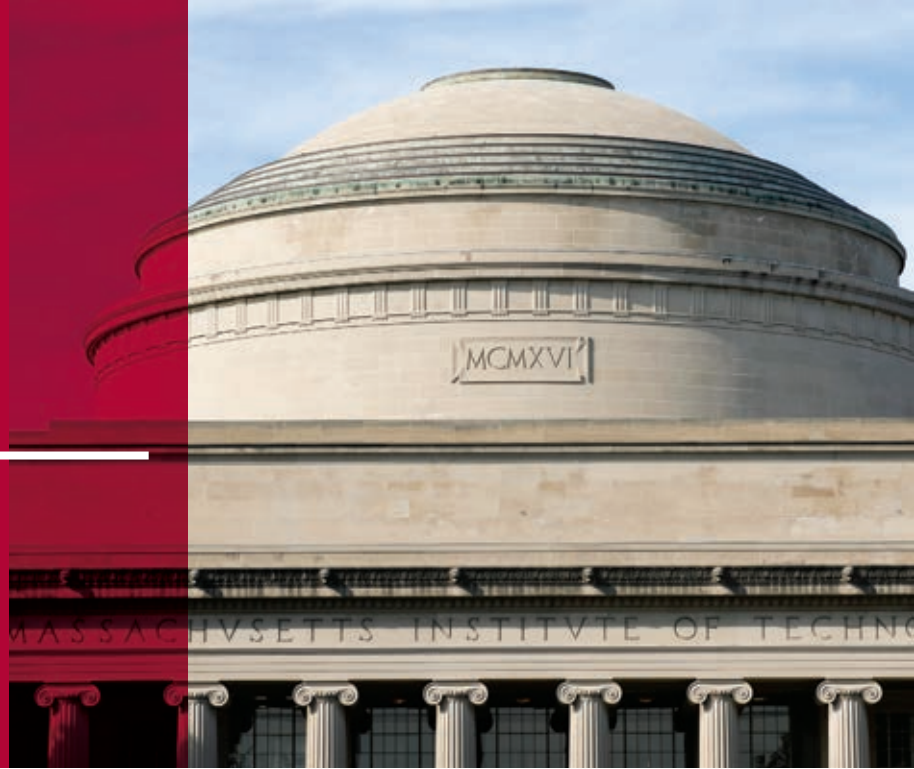
6% Founder

1% Board of Directors

27% Other Management



CAPTURE THE VALUE.



WHY SPONSOR

The MIT EMBA equips rising executives with the skills to navigate a changing economy and a competitive marketplace. Positioned at the intersecting frontiers of business, innovation, and technology, the program gives your most talented executives powerful tools and expertise they can immediately put to use.

The EMBA program offers your company these core benefits:

- Retention of your most valuable employees as they put their increased knowledge, productivity, and expertise to work.
- Access to MIT's cutting-edge research in business, leadership, and technological innovation years before that knowledge becomes mainstream.
- Cross-industry best practices acquired from renowned faculty and peers who represent leading organizations.
- Immediate impact from students implementing what they learn to enhance their organizations' growth and profitability.

WHOM TO SPONSOR

The EMBA program is for high-potential executives who are taking on increasing responsibility. The program is suited for senior management as well as executive-level individual contributors who are:

- assuming increased responsibility and positioned to lead organizational change
- confronting challenges that require innovation and new approaches
- seeking an advanced business education to complement functional expertise
- too valuable to lose to a full-time professional development program—or to another organization

THE BOTTOM LINE

To position your company for success, you must position your human capital for success. The MIT EMBA program provides your best executive talent with the leading tools and strategies they need to give your company a significant edge in a globally competitive marketplace.

WHAT SETS THIS PROGRAM APART IS A DISTINCT FOCUS ON GLOBAL TEAMS AND HOW TO MOVE AN INDUSTRY FORWARD. APPLE EXPECTS ME TO STAY CURRENT TECHNICALLY AND TO MAKE STRATEGIC BUSINESS DECISIONS. THE BEST PLACE TO GAIN SKILL AND CONFIDENCE IN BOTH AREAS IS IN THE MIT EMBA PROGRAM.

KATHLEEN BERGERON '13
SENIOR DIRECTOR, MACINTOSH PRODUCT DESIGN
APPLE, INC.

COMPANIES REPRESENTED IN THE PROGRAM (SAMPLE)



HARI SIVANANDH
Class of 2013

Managing Director
 Liberty Mutual



"Insurance is a conservative industry," notes Hari Sivanandh, "and it could use a dose of innovative thinking."

Sivanandh, who manages risk-management operations for Liberty Mutual, decided that the best vehicle for developing fresh perspectives was a program with deep research roots and a cross-industry cohort.

"In this intensely collaborative program, I can brainstorm solutions with someone who has just tackled the same challenge. This has been exceptionally beneficial to me—and to my company."

KATIE CURTIS
Class of 2013

Senior Vice President TV Systems
 NBCUniversal, a Comcast Company



As head of NBCUniversal's TV systems portfolio, Katie Curtis is passionate about expanding her range as an innovator, entrepreneur, and thought leader. The way to do that, she believes, is through an EMBA program where the other students are as intent on driving change within their companies as she is in hers.

"What's exciting about the MIT EMBA Program is that we are all happy in our careers. We're here because we share a common passion to learn more, do more, be more."

TAKE THE NEXT STEP

NONE OF US IS HERE JUST FOR THE DIPLOMA. WE'RE HERE TO LEARN, WE'RE HERE TO COLLABORATE, WE'RE HERE TO DO GREAT THINGS TOGETHER.

ROSALIND SULLIVAN '13
CHIEF FINANCIAL OFFICER
CENEGENICS MEDICAL INSTITUTE

DEADLINES AND TUITION

Early Deadline February 16, 2012
Decision Date 4–6 weeks from application submission

Regular Deadline May 31, 2012

Orientation September 21–22, 2012

Program Start October 20, 2012

Tuition \$141,000

FINANCIAL AID

Once you are accepted into the program, MIT has a dedicated financial aid office that will work with you to understand your options. Limited scholarship funding may be available to qualified applicants.

CHECKLIST

- Register your interest at emba.mit.edu.
- Talk to your employer.
- Attend an admissions event.
- Start your application.
- Contact your recommenders.
- Order your transcripts.

SHAWN ATLOW Class of 2013

Director
Los Angeles Unified
School District



Shawn Atlow manages all activities related to the \$5+ billion in grants that support LAUSD facilities. She turned to the MIT EMBA Program to develop rigorous economic tools and, just as important, a broader perspective.

“I’m learning from world leaders in finance. Because of the global cohort and the breadth of knowledge on campus, I’m also learning about earthquake-proof buildings in the Dominican Republic and how Singapore teaches its students math. In the first month, I learned more than I expected to learn by graduation.”

NAT WIENECKE Class of 2012

VP for Global Government Relations
JP Morgan Chase & Co.



Nat Wienecke’s role at JP Morgan Chase ranges from drafting intellectual property legislation to working on a global financial advisory board with world leaders like Tony Blair. So when he resolved to upgrade his knowledge and fundamentals, Wienecke wanted an MBA that matched the breadth of his responsibilities—and gave him credibility on the international stage.

“The MIT EMBA is the most challenging program of its kind. That level of rigor gives MIT—and its graduates—unrivaled global street cred.”

A man in a blue shirt is pointing at a chalkboard. A woman in a black shirt is writing on the chalkboard. The background is a dark chalkboard with some white lines and letters. A red vertical bar is on the left side of the image.

THE **MIT** EMBA

**BROADEN YOUR PERSPECTIVE
AND YOUR NETWORK**

**INCREASE YOUR IMPACT
AND YOUR BRAND**

MIT Sloan School of Management
Massachusetts Institute of Technology
50 Memorial Drive
Cambridge, MA 02142
mitsloan.mit.edu

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