THE MIT EXECUTIVE MBA

Challenge Convention. Challenge Yourself.

Class of 2021
LEVERAGE THE MIT EDGE

MIT SLOAN MISSION
The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.
The MIT Executive MBA taps into MIT’s deep roots in innovation, research, and management to give you an edge in any marketplace, in any economy. Here, you will boost your capabilities with data-driven tools grounded in the science of management.

You will increase your impact on your organization and the world with a strategic set of business fundamentals. And you will accomplish all of this in a collaborative environment among world-class peers.

CHALLENGE

The MIT EMBA is designed for executives who are looking to challenge themselves, to challenge convention, and to challenge their field. You will 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 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 inside and outside the classroom, you will immediately integrate what you learn with how you perform on the job. The MIT EMBA emphasizes Action Learning, delivering impact for you and your company right from the start of the program.
TRANSFORM YOURSELF AND YOUR COMPANY

With 78 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.


“This is not a traditional business school with a sole focus on finance. It’s a management school that focuses on innovation, immersing students in the unique entrepreneurial ecosystem of MIT and Boston.”

Amy Huchthausen ’18
Commissioner
America East Conference
During the program you will collaborate with MIT’s thought leaders and develop the advanced management capabilities you need to realize your strategic priorities.

<table>
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<tr>
<th>MANAGEMENT CAPABILITIES</th>
<th>STRATEGIC PRIORITIES</th>
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<tbody>
<tr>
<td>INTEGRATIVE PRINCIPLED LEADERSHIP</td>
<td>Change Leadership, Leadership Development, Innovation, Strategic Direction</td>
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<tr>
<td>DATA DRIVEN DECISION-MAKING</td>
<td>Growth and Profitability, Operational Excellence, Risk Management</td>
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<tr>
<td>FINANCIAL MANAGEMENT</td>
<td>Growth and Profitability, Risk Management, Competitive Advantage</td>
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<tr>
<td>MARKETING STRATEGY</td>
<td>Profitability, Market Share, Competitive Advantage</td>
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<tr>
<td>SYSTEM THINKING</td>
<td>Operational Efficiency, Competitive Advantage, Service Excellence</td>
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<tr>
<td>OPERATIONS MANAGEMENT</td>
<td>Service Excellence, Operational Efficiency, Optimization</td>
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<tr>
<td>ENTREPRENEURIAL STRATEGY</td>
<td>Innovation, Entrepreneurial Advantage, Growth and Profitability</td>
</tr>
<tr>
<td>GLOBAL MANAGEMENT</td>
<td>Growth, Strategic Direction, Operational Excellence</td>
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<tr>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>Change Management, Organizational and Strategic Design</td>
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</tbody>
</table>

Georgia Perakis researches and investigates the theory and practice of analytics. She is particularly interested in how to solve complex and practical problems in pricing, revenue management, supply chains, logistics and energy applications among others. She is widely published in some of the flagship journals of the field such as Operations Research, Management Science, POM, Mathematics of Operations Research and Mathematical Programming.

Nelson Repenning’s work focuses on understanding the factors that contribute to the successful implementation, execution, and improvement of business processes. He has received several awards for his work, including the International System Dynamics Society’s Jay Wright Forrester award. His current research interests include safety in high hazard production environments and the connection between efficient internal operations and effective strategic positions.

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 also partners with the MIT Media Lab on the Digital Currency Initiative.
STUDENT EXPERIENCE

I appreciate how students bring a diversity of work experience to this program. Their perspectives can help you see problems through different lenses. This is valuable in healthcare, where there are a lot of opportunities for improvement.

Dr. Christopher Kwolek ’19
Chairman, Dept. of Surgery
Newton-Wellesley Hospital

THE MIT EXECUTIVE MBA

The MIT EMBA empowers you with a unique learning experience that immediately integrates what you learn with how you perform on the job. It creates a cohort of colleagues who challenge you to consistently excel, who give you the confidence to do more. By joining a community that thrives on interdisciplinary collaboration and healthy debate, you will enrich the most pivotal years of your career. The outcome will be measured by your capacity to lead change and have a lasting impact on your industry.
OUTSIDE THE CLASSROOM
The MIT Executive MBA is an entire experience. Outside of the classroom you are part of the MIT ecosystem, which includes a rich set of extracurricular activities and resources across MIT, the Sloan School of Management, and the MIT EMBA program.

THE MIT ECOSYSTEM
You are encouraged to engage in a variety of forums in which people connect, broaden perspectives, expand knowledge, and spark new opportunities.

MIT OPPORTUNITIES
$100K Competition
Venture Mentoring Services
Martin Trust Center for Entrepreneurship
Research Labs
Media Lab
Conferences (e.g. MIT PE, Sustainability, CFO, CIO)
Worldwide Alumni Network
Networking with Postdocs

MIT SLOAN SCHOOL OF MANAGEMENT OPPORTUNITIES
Guest Speakers
Sloan Senate
Certificates in Business Analytics, Healthcare and Sustainability
Weekly Social and Cultural Events
Industry Conferences and Panels
Mentoring
Clubs
Networking with Faculty and Students

MIT EMBA OPPORTUNITIES
Student Fireside Chats
Student-organized Interest Groups
Career Development
Guest Speakers
Significant Others Weekend, Family Weekend and Bring Your Boss to Campus Day
Social Events
Executive Coaching
Networking with Classmates, Sloan Fellows MBA and Alumni

Register Your Interest: HTTP://EMBA.MIT.EDU
The 26 weekend sessions meet all-day Friday and Saturday and are spaced every two to three weeks. 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.

The four executive modules are each seven to eight days long and spread six months apart. They offer an immersive experience during which you will 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.

Action Learning projects are central components of classes. They give you an opportunity to immediately apply the methodologies you learn to your company or a host organization. Midway through the program you will spend five months in Organizations Lab (O-Lab) working individually on a change project in your own organization. In the final semester, Global Labs offer a choice of courses featuring team engagement and international field study to help firms solve management challenges.

Electives provide an opportunity to deeply explore specific areas of interest. There are three periods during which you will take electives: January ‘20, January ‘21, and Spring ‘21 – as many as six electives total. Topics, which vary from year to year, focus on advanced material and cutting-edge research. EMBA students may also take advantage of full cross-registration privileges at MIT Sloan, all of MIT’s full-time programs, and at Harvard University.
The MIT EMBA 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.

**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 meet every two to three weeks, with a week-long module every six months.

**ANALYTICAL FRAMEWORKS**

- Applied Economics
- Organizational Processes
- Data, Models, and Decisions
- System Dynamics
- Leading Organizations

**BUSINESS ESSENTIALS**

- Competitive Strategy
- Financial Accounting
- Operations Management
- Financial Management
- Marketing Management
- Global Strategy

**EXECUTIVE MODULES**

- Leadership and Integrative Management (LIM)
- Innovation-Driven Entrepreneurial Advantage (IDEA)
- Leading in a Global Context (LGC)
- Leading With Impact (LWI)

**ACTION LEARNING EXPERIENCES**

- Organizational Processes
- Innovation-Driven Entrepreneurial Advantage (IDEA)
- Organizations Lab (O-Lab)
- Global Labs
- Leading With Impact (LWI)

**SAMPLE ELECTIVE CLASSES**

- Analytics Edge
- Advanced Applied Macroeconomics and International Institutions
- Entrepreneurial Strategy
- Key Decisions for Corporate Boards
- Negotiation and Influence
- Pricing
- Risk Management
- Topics in Corporate Finance
- Advanced System Dynamics
MIT EXECUTIVE MBA
COURSE OF STUDY

TERM 1

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

Leadership and Integrative Management (LIM)
• Integrating General Management Perspectives
• Exploring Challenges of a Multinational Organization

TERM 2

Competitive Strategy
• Strategies for Competitive Advantage
• Modern Strategic Management

Data, Models, and Decisions
• Driving Business through Best Practice Quantitative Methods
• Data-driven Decision Making

Electives 1 & 2
• Choose from a variety of advanced topics and specialized courses

TERM 3

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

Leading Organizations
• Organizational Settings and Dynamics
• Change Leadership for the Rising Executive

TERM 4

Financial Management
• Corporate Finance and Capital Markets
• Corporate Financing Policy and Risk Management

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

TERM 5

Electives 3, 4, 5, & 6
• Choose from a variety of advanced topics and specialized courses

Global Strategy
• Understanding Company Performance in a Global World
• Managing Effectively in Today’s Interconnected World

Global Labs
• Offers a choice of courses on a variety of global topics
• Features five month host company project and one-week international project trip

Leading With Impact (LWI)
• Combining and Integrating learnings across courses
• Maximizing your impact in for-profit and not-for-profit organizations
### Class of 2020 at a Glance

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Percentage</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Global Executives</td>
<td>126</td>
<td></td>
</tr>
<tr>
<td>Director Level and Above</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>Average Age</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>Non-Local (Outside MA)</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>Average Years of Work Experience</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>International Origin</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Advanced Degrees</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Employed Full-Time</td>
<td>100%</td>
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</tr>
</tbody>
</table>

MIT’s team-based Executive MBA takes place in two cohorts of approximately 63 students, where each student is part of a diverse eight-person learning group.

*Class of 2020 statistics as of 8/21/18*
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.
JOIN A NETWORK OF IMPACT

Mukund Ravipaty ‘18
Director, Security Services, Design & Architecture
National Grid

Summer Busto ‘18
Executive Vice President, Head of HR
Emulate Inc.

Ashley Tsongas ‘18
Chief of Staff
Oxfam America

Jean-Jerome Peytavi ‘19
Chief Marketing & Communications Director
Brooklyn Museum

Anita Carleton ‘18
Deputy Director, Software Solutions Division at Software Engineering Institute
Carnegie Mellon University

Isaac Saldana ‘19
Founder & Chief Executive Officer
Joy Labs

Sean Jennings ‘18
Co-Founder & Senior Vice President
Virtustream

Kosta Ligris ‘18
Chief Executive Officer & Founding Partner
Ligris

JB Braly ‘19
Global Integration Lead
Shire

Andrés Largacha ‘18
Chief Financial Officer
Mercantil

EDUCATION/NOT-FOR-PROFIT

SOFTWARE/TECHNOLOGY

ENERGY

HEALTHCARE/LIFE SCIENCES

FINANCIAL/CONSULTING SERVICES

START-UPS
UNRAVELED 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.

Alistair Erskine ‘18
Chief Digital Health Officer
Partners HealthCare

Dominic Abrams ‘18
Director, Inherited Cardiac Arrhythmia Program & Cardiac Electrophysiologist
Boston Children’s Hospital

Jose Manuel Gasalla Benitez ‘19
Principal
Oliver Wyman

Thomas Niittmann ‘19
Founder & Visual Effects Producer
Lola Visual Effects LLC

Zach Walker ‘19
Texas Lead, Defense Innovation Unit Experimental (DIUx)
U.S. Air Force

Riley Rees ‘19
C-17 Aircraft Commander
U.S. Air Force

Monica Foley ‘19
Physicist/International Space Station Russian Technical Contracting Officer
NASA

Mick Oppy ‘19
Vice President of Financial Institution Products
Worldpay

May Fu ‘19
Business Controller
Gorilla Glass

James Noonan ‘18
Chief Financial Officer
CRH PLC

Tyler Hawes ‘19
Chief Operating Officer
Roland Foods

Victoria Bousis ‘18
Principal & Film Producer
Bousis Film Company

GOVERNMENT/MILITARY

FOOD & BEVERAGE

ENTERTAINMENT

MANUFACTURING
LEADING WITH IMPACT

“Three things set us apart. First, is that we have one of the most experienced cohorts in the country and possibly the world. Our students are tackling similar issues across different industries, so they learn as much from one another as they do from our faculty.

Second, is our focus on Action Learning. Research shows that adults learn best when applying newly-found knowledge. Our students leverage their own rich experiences in conjunction with MIT’s analytical tools and best practices while working with project sponsors to address organizational and global challenges.

Third, we teach the science of management, incorporating System Dynamics, which shows how everything is connected in business. It models the relationships between the parts of a system and how those relationships influence the behavior of the system over time.”

Johanna Hising DiFabio
Assistant Dean, MIT Executive Degree Programs

MIT’s EMBA program is an environment of learning, but it’s not just learning for the sake of learning. Rather, it’s learning to influence the type of leader you want to be and learning in a way that is comprehensive. It’s learning to accelerate growth and how to scale up, while remaining grounded in the capability to achieve your goals.”

Samia Bahsoun ’17
CEO, Capwave Technologies Inc.

I came to the MIT EMBA for several reasons. First, the impactful nature of MIT Sloan’s mission to develop principled, innovative leaders who improve the world and the program’s culture around collaboration made this an easy choice. Second, I liked the professional diversity of the cohort in terms of industry, backgrounds, and experience. Not a lot of MBA programs offer this level of diversity. Finally, I came here for the people. There is a level of genuine collegiality and cohesion among the people at MIT that is unique for an elite institution.”

Pelema Morrice ’19
President, Great Bay Community College

I wanted to move into a higher level of strategic influence in drug development, but I didn’t have a clear path mapped out. In the program, I drank from a firehose of knowledge and perspective and immersed myself in new ideas. Now, I’m a lot better equipped to marry my core strengths with the new insights and habits I learned at MIT, which allows me to work at a more senior leadership level.”

Rita Amirana ’15
Senior Director, Head of Clinical Programs, Synlogic, Inc.
MISSION-DRIVEN RESULTS

Start-ups and innovations born out of the MIT EMBA

BY THE NUMBERS:
(1 year out since graduation stats)

• 69% of the class made at least one job change or were promoted

• 17% of the class started one or two new entrepreneurial activities

BRIGHTBYTES
Hisham Anwar EMBA ’12, Co-Founder & CTO
Rob Mancabelli EMBA ’12, Co-Founder & Chief Strategy Officer

BrightBytes was started by EMBA ’12 classmates Rob Mancabelli and Hisham Anwar to improve the way schools learn through individualized, research-based analysis. Over the course of the 20-month program, they turned BrightBytes from an abstract concept into a commercial product where about one in five U.S. schools now uses the software.

FUTURE FUEL.IO
Laurel Taylor EMBA ’15, Founder and CEO

FutureFuel.io was developed by Laurel Taylor EMBA ’15. FutureFuel.io exists to crush the student debt crisis with innovative, technology-driven solutions. FutureFuel.io’s best-in-breed B2B2C SaaS platform empowers employers and partners to “turn on” student debt repayment as a new employee benefit. Employers offering student debt repayment are poised to win the war for talent, fueling the future of their sustainable competitive advantage by introducing a sticky incentive that becomes self-funding within the first 15 months, due to employee retention alone.

BROKEN CRAYON
Chris Penny EMBA ’17, President & Founder
Andy Pechacek EMBA ’12, Co-Founder & Executive Director
Todd Huber EMBA ’17, Director of Strategic Endeavors
Carrie Wager EMBA ’17, Director External Programs

Broken Crayon is a non-profit that focuses on improving the lives of poverty stricken children in Ghana and was founded by four EMBA graduates. Broken Crayon provides hope and encouragement to the parents and children of Ghana to reach their full potential as productive and responsible leaders within their communities. They are dedicated to providing projects and programs that enable sustainable social, educational, and economic empowerment.

Register Your Interest: HTTP://EMBA.MIT.EDU | 16
PROFILE OF AN MIT EMBA STUDENT

Mid-career professional with 10+ years of work experience

Track record of leadership and extraordinary impact

Motivated to make a difference in your company, industry, and community

Team player eager to join a tight-knit, proactive cohort

Aptitude for success in a rigorous program

SLOAN LEADERSHIP FELLOWSHIP

The MIT Executive MBA is committed to assembling a class of exceptional leaders. Every year we award a number of Sloan Leadership Fellowships to accepted students who have demonstrated extraordinary potential in areas including (but not limited to) not-for-profit organizations, government, minority leadership and women’s leadership. All admitted students are considered for Sloan Leadership Fellowships.

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.

CHECKLIST

- Register your interest at emba.mit.edu.
- Talk to your employer.
- Attend an admissions event.
- Start your application.
- Review your transcripts.
- Start quant prep (if needed).*
- Contact your recommenders.

* Contact your admissions advisor for course requirements. Exposure to statistics and calculus required. Standardized tests not required.

IMPORTANT DATES

APPLICATION OPENS
October 1, 2018

ROUND 1 DEADLINE
January 3, 2019

ROUND 2 DEADLINE
March 14, 2019*

ROUND 3 DEADLINE
May 30, 2019 **

* Preferred International Deadline
** 11:59 P.M. ET
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
Vice President, Hardware Engineering
Apple
BROADEN YOUR PERSPECTIVE & YOUR NETWORK
INCREASE YOUR IMPACT & YOUR BRAND

MIT Sloan School of Management
Massachusetts Institute of Technology
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