THE MIT EXECUTIVE MBA
2012-13

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
16TH 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.

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**

- PRICING STRATEGY
- SYSTEM DYNAMICS
- OPTIMIZATION
- CHANGE MANAGEMENT
- SLOAN LEADERSHIP FRAMEWORK
- CORPORATE INNOVATION
- TECHNOLOGY STRATEGY
- GLOBAL OPERATIONS
- MARKETING STRATEGY

**REALIZE YOUR STRATEGIC PRIORITIES**

- **Profitability**
- **Market Share**
- **Operational Efficiency**
- **Competitive Advantage**
- **Service Excellence**
- **Innovation**
- **Leadership Development**
- **Technology Strategy**
- **Global Operations**
- **Marketing Strategy**
**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.”

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**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.”

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**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.”

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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.
This program is an essential mid-career recalibration. I’m here to broaden and deepen my skill sets, to dig deeper, to look at things more analytically, and to extend my network beyond my industry.

ED WALSH ’13
VICE PRESIDENT
STRATEGY AND GROWTH INITIATIVES
IBM

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.

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.”

ED WALSH
Class of 2013
VP of Strategy and Growth Initiatives
IBM

Ed Walsh is a new technology executive with 23 years of senior management experience in public, private, and venture-backed firms. Walsh came to IBM through the acquisition of Storwize Inc., where he was CEO. Prior to Storwize, he was CEO of Virtual Iron (now Oracle OVM), VP and GM at EMC, CEO of Avamar (now EMC/Avamar), SVP at CNT (now Brocade), and cofounder of Articulent (acquired by CNT).

“This program is an essential mid-career recalibration. I’m here to broaden and deepen my skill sets, to dig deeper, to look at things more analytically, and to extend my network beyond my industry. The innovation and technology cups are overflowing at MIT, and the community is exhilaratingly synergistic. I am meeting amazing people within the program and across the Institute.”

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.”

READ MORE PROFILES: HTTP://EMBA.MIT.EDU
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 seven to eight 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 ’14, January ’15, and Spring ’15. Each January you have the opportunity to take two to four days 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
Perspectives on Creating, Capturing, and Conserving Value
Deep Dive on the Challenges of a Multinational Organization
Innovation-Driven Entrepreneurial Advantage (IDEA) Mar. 15–22, 2014
New Product Innovation
Entrepreneurial Strategy
Organizations Lab (O-Lab)
Organizational Analysis for Change Initiatives
Implementation amid Organizational Resistance
Features full-semester in-company project
Macroeconomics: Countries and Regions
Global Markets and Strategy
Global Organizations Lab (GO-Lab)
Organizational Strategies in Emerging Markets
Strategic Solutions to Global Challenges
Features six-month host company project and one-week international project trip (Mar. 14-22, 2015)
Leading Complex Organizations May 10–16, 2015
Delivering Value Globally
Sustainably Planning the Next Change Initiative

ANALYTICAL FRAMEWORKS
Applied Economics for Managers
Microeconomics: Firms and Markets
Economic Analysis of Corporate and Policy Decisions
Organizational Processes
Organizational Behavior: The Three Lenses
Behavioral Perspectives on Organizational Management
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
Competitive Strategy
Strategies for Competitive Advantage
Modern Strategic Management
Financial Accounting
Accounting Information for Corporate and Investment Assessment
Financial Statement Analysis
Financial Management
Corporate Finance and Capital Markets
Risk Measurement and Risk Management
Leading Organizations
Organizational Settings and Dynamics
Change Leadership for the Rising Executive
Operations Management
Global Operations Strategies
Supply Chain Management
Marketing Management
Market Segmentation
Marketing Strategy
Class of 2014 at a Glance

114 global executives
82% director-level and above
40 average age
55% non-local (outside driving radius)

16 average years of work experience
37% international origin
41% advanced degrees
100% employed full-time
YOU WILL LEARN FROM SOME OF THE MOST BRILLIANT MINDS ON THE PLANET, COLLABORATE WITH A COHORT OF PROVEN LEADERS MOTIVATED TO IMPROVE THE WORLD, AND SUDDENLY REALIZE HOW MUCH YOU HAVE TO GAIN.

MATT GRAZIANO '13
SENIOR PROGRAM MANAGER
GENERAL DYNAMICS C4 SYSTEMS

EDUCATION

- 58% Northeast
- 35% Science
- 19% Business
- 26% Engineering
- 20% Humanities
- 16% Mathematics
- 11% West
- 7% International
- 4% Midwest
- 4% Southeast

INDUSTRY

- 19% Healthcare / Life Sciences
- 18% Software / Technology
- 16% Consulting Services
- 12% Financial Services
- 7% Government / Military
- 5% Aerospace / Defense
- 3% Energy / Mining / Chemicals
- 3% Transportation
- 2% Real Estate
- 2% Retail
- 2% Education / Not-for-profit
- 2% Media / Entertainment
- 9% Other

GEOGRAPHY

- 58% Northeast
- 16% Mid-Atlantic
- 11% West
- 7% International
- 4% Midwest
- 4% Southeast

SENIORITY

- 25% C-level
- 25% Director
- 10% Vice President
- 7% Founder
- 1% Board of Directors
- 14% Senior Management
- 18% Other Management

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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.

“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.”

HARI SIVANANDH
Class of 2013
Managing Director
Liberty Mutual

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.”

KATIE CURTIS
Class of 2013
Senior Vice President TV Systems
NBCUniversal, a Comcast Company

COMPANIES REPRESENTED IN THE PROGRAM (SAMPLE)

Microsoft
Prudential
USAA
AMTRAK
ESPN
Akamai
BROADCOM
SIGULER & GUFF
STATE STREET
Constant Contact
Lilly
Fidelity Investments
Hasbro
Raytheon
CABOT
Cisco
Smith & Nephew
MAYO CLINIC
Vertex
P&G
AECOM
Alkermes
BAE SYSTEMS

READ MORE PROFILES: HTTP://EMBA.MIT.EDU
CONFIRM THAT YOU FIT THE PROFILE OF AN MIT EMBA:

☐ Mid-career professional with 10+ years of work experience

☐ Track record of extraordinary impact and leadership

☐ Motivated to make a difference in your company, industry, or community

☐ Aptitude to succeed in a rigorous academic program

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

If you meet these criteria, register your interest at: http://emba.mit.edu

DEADLINES

Application Open November 16, 2012
Early Deadline February 18, 2013
Regular Deadline May 30, 2013
Orientation September 20-21, 2013
Program Start October 19, 2013

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

TAKE THE NEXT STEP
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. 13% of the MIT EMBA Class of 2014 received a scholarship in their first year.

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.

ROSALIND SULLIVAN
Class of 2013
Chief Financial Officer
Cenegenics Medical Institute
Las Vegas, Nevada

After serving as senior accountant for a large accounting firm and assistant controller at Merrill Lynch/Howard Johnson & Company, Rosalind Sullivan joined Cenegenics as controller. Promoted to CFO in 2007, she now oversees the organization’s accounting, tax, finance, and treasury functions and has contributed to the organization’s overall success—and the development of 17 new centers.

“One of the things that makes this program so powerful is the action-learning component. The MIT EMBA merges the theoretical and the practical so that you immediately apply your new knowledge on the job. Everything we’re learning is highly relevant to our everyday responsibilities. And my classmates share their on-the-job experiences, so we’re also learning a lot from the action-learning experiences of our program peers.”

AJAY MEHTA
Class of 2013
Project Manager
Shell International Exploration & Production Inc.

A research scientist with a doctorate in chemical engineering, Ajay Mehta spent the first 10 years of his career in Shell’s R&D Center in Houston, then assumed an overseas assignment in Borneo, where he worked as the regional point person for minimizing CO2 from existing operations and new projects in Asia and Australia. Mehta now serves as project manager for Perdido, the deepest producing oil and gas field in the Gulf of Mexico.

“Being at MIT puts us at the forefront of world-changing innovations. Take the MIT Energy Initiative (MITEI). The multidisciplinary research underway will transform the next generation of policy design and technology development. Being a part of the MIT community puts me in a perfect position to be a vital link between MITEI and my company.”

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THE MIT EMBA

BROADEN YOUR PERSPECTIVE AND YOUR NETWORK

INCREASE YOUR IMPACT AND YOUR BRAND

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Cambridge, MA 02142
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REGISTER YOUR INTEREST HTTP://EMBA.MIT.EDU