

MIT EMBA Courses & Projects that directly impact your organization

The MIT Executive MBA program builds on the MIT mens et manus motto consciously and proudly. More than any other MIT Sloan program, the EMBA embraces action learning because the students are working while they're learning. We want and expect students to apply what they learn in the classroom to what they do at work – and vice versa. The following are courses in which your organization may feel the most impact from your class work.

15.717 Organizational Processes (First Fall Term)

Over the course of the semester, students select an organizational process that they would like to improve. They diagnose and analyze the organizational dynamics and “root causes” that they believe are responsible for the problem they have identified. Then students identify possible changes which could alleviate those problems and create an implementation plan including tactics, metrics to monitor and evaluate, and steps to institutionalize the change.

15.714 Competitive Strategy (First Spring Term)

One of the assignments will ask students to apply Industry Analysis Tools (Value Creation/Capture, Five Forces Analysis, etc.) learned in class to their industry and organization. Students look at defining their industry (what it includes and/or excludes), who the buyers are, and how they determine what they are willing to pay for the product/services? Furthermore, students identify determinants of industry profitability.

15.736 Introduction to System Dynamics (Summer Term)

Throughout this course, students will have a series of assignments. They will be asked to apply a particular framework from class to analyze an issue of their choosing. Then, they will need to construct a plan detailing the interventions they will make, taking advantage of what they learned from their analysis.

More specifically, they will describe a set of experiments that could be executed in their organization to test the hypotheses emerging from their analysis. Students will look at their organization's:

- growth strategy,
- analyze the industry's competitive dynamics,
- their firm's position, and
- various drivers of growth

They will prepare a set of recommendations detailing how their organization's strategy could be modified to take better advantage of the industry's current structure and to be more responsive to changes in the market and technology.

Another assignment asks student to choose a process that is not performing up to the desired level and identify its key output or product stream. They will identify enablers and barriers to performance. Other assignments include analyzing poor project performance in their organization and whether the organization's internal capabilities are well-matched to the chosen strategy and competitive environment. All reports are structured in a format that the student can comfortably share with their boss or board.

15.734 Introduction to Operations Management (Summer Term)

In this course students are asked to identify a major process (set of processes) in their work place, perform analysis of the efficiency of the process and propose ways to improve or re-design the process. The

improvements that they propose could relate to the work that is being done, who is doing it, how people are organized, management structure, etc. They may decide that the existing process is so bad that an entirely new one should be designed or that incremental improvements are all that are require

15.705 Organizations Lab (Second Fall Term)

In Organizations Lab (O-Lab) students spend five months working on an individual project in their own organization. They will apply all of the frameworks, tools, and knowledge from the MIT Executive MBA courses they have taken to date. They are asked to find a challenge, a stretch goal, or headache – something that doesn't work – and fix it. Students work with an internal organizational sponsor, with stakeholders, with resisters, with all those who need to change their behaviors and processes in order to change the organization. In class students learn frameworks and tools to help implement change and receive feedback from their peers and faculty.

15.s17 Analytics Edge (Elective in Second Spring Term)

This popular elective builds on the 15.730 Data, Models, and Decisions course. Students complete a project by applying analytical methods to a problem they identify using some of the concepts and tools discuss in the course. Concepts and tools covered in the course include basic data analysis techniques, linear regression, and logistic regression, how to construct and analyze classification trees (including the CART and Random Forests), development of options pricing, and two different clustering methods: k-means clustering, and hierarchical clustering.