THE MIT EXECUTIVE MBA
CLASS OF 2019

CHALLENGE CONVENTION.
CHALLENGE YOURSELF.
The EMBA is designed for rising 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.

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.

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.

The EMBA taps 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 this in a collaborative environment among world-class peers.

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.

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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.

System dynamics, marketing science, McGregor’s Theory X and Theory Y, and the Black-Scholes derivatives pricing model all began here.

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
Business Segment Director
General Dynamics Mission Systems

During the program you will collaborate with MIT’s thought leaders and develop the advanced management capabilities you need to realize your strategic priorities.

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 research work at MIT.

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

**NELSON REPENNING**
Professor of Management
Science and Organizations
Studies and MIT EMBA
Faculty Director

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.

**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.

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### 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.

### STUDENT EXPERIENCE

None of us are 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  
Chief Financial Officer  
Cenegenics Medical Institute

### OUTSIDE THE CLASSROOM

The MIT EMBA 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 EMBA program.

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#### MIT OPPORTUNITIES

<table>
<thead>
<tr>
<th>$100K Competition</th>
<th>Venture Mentoring Services</th>
<th>Martin Trust Center for Entrepreneurship</th>
<th>Research Labs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media Lab</td>
<td>Conferences (e.g. MIT PE, Sustainability, CFO, CID)</td>
<td>Worldwide Alumni Network</td>
<td>Networking With Post Docs</td>
</tr>
</tbody>
</table>

#### MIT SLOAN OPPORTUNITIES

<table>
<thead>
<tr>
<th>Guest Speakers</th>
<th>Sloan Senate</th>
<th>Dean’s Student Advisory Council</th>
<th>Weekly Social &amp; Cultural Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry Conferences and Panels</td>
<td>Mentoring</td>
<td>Clubs</td>
<td>Networking with Faculty and Students</td>
</tr>
</tbody>
</table>

#### EMBA OPPORTUNITIES

<table>
<thead>
<tr>
<th>Student Fireside Chats</th>
<th>Student-organized Interest Groups</th>
<th>Career Development</th>
<th>Guest Speakers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Other Weekend, Family Weekend, Bring Your Boss to Campus</td>
<td>Social Events</td>
<td>Executive Coaching</td>
<td>Networking with Classmates and Alumni</td>
</tr>
</tbody>
</table>

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REGISTER YOUR INTEREST: HTTP://EMBA.MIT.EDU

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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.

1 WEEKEND SESSIONS
The 26 weekend sessions meet all day Friday and Saturday and are usually spaced 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.

2 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 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.

3 ACTION LEARNING
Action Learning projects are central components of classes. They give you an opportunity to immediately apply the methodologies you learn to your company. 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 offers a choice of courses featuring team engagement and international field study to help firms solve management challenges.

4 ELECTIVES
Electives provide an opportunity to deeply explore specific areas of interest. There are three periods during which you will take electives: January ’18, January ’19, and Spring ’19 – 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 Harvard and in MIT’s full-time programs.

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.
2017–19 PROGRAM SCHEDULE

MIT EXECUTIVE MBA COURSE OF STUDY

TERM 1
- Leadership and Integrative Management
- Organizational Processes
- Applied Economics for Managers
- Data, Models, and Decisions
- Innovation Driven Entrepreneurial Advantage (IDEA)
- Competitive Strategy
- Electives 1 & 2
- Operations Management
- Organizations Lab (O-Lab)
- Leading Organizations
- Organizations Lab (O-Lab)
- Leading in a Global Context
- Global Labs
- Electives 3, 4, 5, & 6
- Leading With Impact

TERM 2
- Organizational Behavior: The Three Lenses
- Exploring Challenges of a Multinational Organization
- Microeconomics: Firms and Markets
- Best-practice Quantitative Methods
- New Product Innovation in the MIT Ecosystem
- Modern Strategic Management
- Entrepreneurial Strategy
- Financial Accounting
- Change Leadership for the Rising Executive
- Change Implementation amid Organizational Resistance
- Macroeconomics: Global Markets and Strategy
- Managing Effectively in Today’s Interconnected World
- Electives 4 and 5
- Combining and Integrating Learnings across Courses

TERM 3
- Behavioral Perspectives on Organizational Management
- Economic Analysis of Corporate and Policy Decisions
- Data-driven Decision Making
- Entrepreneurial Strategy
- Accounting for Corporate and Investment Decisions
- Scientific and Engineering Principles for Competitive Advantage
- Change Leadership
- Leading Organizations and Dynamics
- Global Strategy
- Electives 3, 4, 5, & 6
- Leading in a Global Context

TERM 4
- Applied Economics for Managers
- Behavioral Perspectives on Organizational Management
- Economic Analysis of Corporate and Policy Decisions
- Organizational Processes
- Best-practice Quantitative Methods
- New Product Innovation in the MIT Ecosystem
- Modern Strategic Management
- Entrepreneurial Strategy
- Macroeconomics: Global Markets and Strategy
- Managing Effectively in Today’s Interconnected World
- Electives 4 and 5
- Combining and Integrating Learnings across Courses

TERM 5
- Organizational Behavior: The Three Lenses
- Exploring Challenges of a Multinational Organization
- Microeconomics: Firms and Markets
- Best-practice Quantitative Methods
- New Product Innovation in the MIT Ecosystem
- Modern Strategic Management
- Entrepreneurial Strategy
- Financial Accounting
- Change Leadership
- Leading Organizations and Dynamics
- Global Strategy
- Electives 3, 4, 5, & 6
- Leading in a Global Context

FEATURES:
- Weekend Sessions
- Elective Weekends
- Commencement
- O-Lab
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.

INDUSTRY

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Advertising</td>
<td>2%</td>
</tr>
<tr>
<td>Aerospace/Defense</td>
<td>2%</td>
</tr>
<tr>
<td>Construction</td>
<td>2%</td>
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<tr>
<td>Consumer Products</td>
<td>2%</td>
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<tr>
<td>Entertainment/Sports</td>
<td>2%</td>
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<tr>
<td>Government/Military</td>
<td>2%</td>
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<tr>
<td>Retail</td>
<td>2%</td>
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<tr>
<td>Manufacturing</td>
<td>3%</td>
</tr>
<tr>
<td>Consulting</td>
<td>4%</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>4%</td>
</tr>
<tr>
<td>Education/Non-Profit</td>
<td>9%</td>
</tr>
<tr>
<td>Energy/Mining/Chemicals</td>
<td>9%</td>
</tr>
<tr>
<td>Pharmaceutical/Biotechnology</td>
<td>10%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>14%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>16%</td>
</tr>
<tr>
<td>Software/Technology</td>
<td>17%</td>
</tr>
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</table>
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.
PROGRAM IMPACT

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.

“MIT is the place to go to learn from experts about how to drive data to validate decisions and improve organizational leadership skills. We learn from one another, finding similarities and challenging each other’s perspectives.”

Zain Ahmed
Senior Director
Level 3 Communications

CAPTURE THE VALUE

MISSION-DRIVEN RESULTS

Start-ups and innovations born out of the MIT EMBA

BY THE NUMBERS:

• 57% were promoted or took on additional responsibility during the program
• More than 10% pursued entrepreneurial ventures and started new companies before graduation

BRIGHTBYTES
Hisham Anwar EMBA ’12, Rob Mancabelli EMBA ’12

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.

BUILDING IMPACT
Diana Brennan EMBA ’14
Board of Directors

Inspiring service that changes lives, Building Impact has helped over 600 companies and over 20,000 individuals volunteer right in the buildings where they work and live. Led by EMBA ’14, Diana Brennan, Building Impact’s Connect Program is creating a large-scale network of corporate citizens and civic participants...building by building.

MASSACHUSETTS GENERAL HOSPITAL
Todd Astor EMBA ’15
Medical Director of Lung and Heart-Lung Transplant

With a focus on patient care and satisfaction, Dr. Todd Astor, EMBA ’15, used his Organizations Lab class to nearly triple the volume of patients treated in his lung transplant outpatient clinic. Astor brought operational efficiency while maintaining Massachusetts General Hospital’s high standard for patient health and satisfaction.

SHOW OF HANDS
Tony Bacos EMBA ’12, Amjad Hussain EMBA ’12

Show of Hands is a social polling platform that enables companies to ask questions that are answered by thousands of people around the country. With over 740,000 downloads, the app gained national attention.

MISSION-DRIVEN
RESULTS

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PROFILE OF AN MIT EMBA STUDENT:

√ 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 for success in a rigorous program
√ Team player eager to join a tight-knit, proactive cohort

SLOAN LEADERSHIP FELLOWSHIP

The MIT Executive MBA is committed to assembling a class of diverse leaders with extraordinary potential. Every year we award a number of Sloan Leadership Fellowships to accepted students who have demonstrated extraordinary potential in areas that add diversity to the Executive MBA, including (but not limited to) not-for-profit organizations, government, 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.

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
Vice President, Hardware Engineering
Apple

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.

DEADLINES

Application Opens: September 30, 2016
Round 1 Deadline: January 5, 2017
Round 2 Deadline: March 16, 2017
Round 3 Deadline: June 1, 2017
Orientation: September 8-9, 2017
Classes Begin: October 21, 2017

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THE MIT EMBA

BROADEN YOUR PERSPECTIVE AND YOUR NETWORK

INCREASE YOUR IMPACT AND YOUR BRAND

MIT Sloan School of Management
Massachusetts Institute of Technology
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Cambridge, MA 02142

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