THE MIT EXECUTIVE MBA
CLASS OF 2020

CHALLENGE CONVENTION. CHALLENGE YOURSELF.
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 Executive MBA 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 of this in a collaborative environment among world-class peers.

**CHALLENGE**

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.

**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 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.

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**THE MIT EMBA AT A GLANCE**

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

- **20 months**
  Mid-career MBA
- **26 weekends**
  Classes on campus every third week on Friday/Saturday
- **4 one-week modules**
  On-campus module weeks every 6 months
- **1 week-long international project trip**

**ORIENTATION**

September 21-22, 2018

**CLASSES BEGIN**

October 20, 2018

**APPLICATION DEADLINES**

(Opens October 1, 2017)

- Round 1 Deadline: January 5, 2018
- Round 2 Deadline: March 16, 2018*
- Round 3 Deadline: June 1, 2018**

* Preferred International Deadline
** 11:59 PM. ET
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.


“The diversity of the cohort, both professionally and geographically, provides a rich ecosystem for linear and non-linear thinking, which are necessary for innovation. You learn so much from people in different industries and from all over the world.”

Dr. Alueshima Evelyn Akough-Weir ’18
Medical Director,
Springfield Medical Telemetry Unit
Hospital Medicine Physician
Baystate Medical Center
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>
<thead>
<tr>
<th>GEORGIA PERAKIS</th>
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<tbody>
<tr>
<td>William F. Pounds Professor of Management</td>
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<tr>
<td>Professor of Operations Research and Operations Management</td>
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<tr>
<td>MIT EMBA Faculty Director</td>
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Georgia Perakis’ research investigates the theory and practice of analytics in the retail and energy space among others—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.

<table>
<thead>
<tr>
<th>NELSON REPENNING</th>
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<td>Associate Dean of Leadership and Special Projects, and the School of Management Distinguished Professor of System Dynamics and Organization Studies</td>
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</table>

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.

<table>
<thead>
<tr>
<th>SIMON JOHNSON</th>
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<tr>
<td>Ronald A. Kurtz (1954) Professor of Entrepreneurship Professor of Global Economics &amp; Management Sloan Fellows MBA Program Faculty Director</td>
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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.

<table>
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<tr>
<th>MANAGEMENT CAPABILITIES</th>
<th>STRATEGIC PRIORITIES</th>
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<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>SYSTEMS THINKING</td>
<td>Operational Efficiency, Competitive Advantage, Service Excellence</td>
</tr>
<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>
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<tr>
<td>GLOBAL MANAGEMENT</td>
<td>Growth, Strategic Direction, Operational Excellence</td>
</tr>
<tr>
<td>ORGANIZATIONAL BEHAVIOR</td>
<td>Change Management, Organizational &amp; Strategic Design</td>
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REGISTER YOUR INTEREST: [HTTP://EMBA/MIT.EDU](HTTP://EMBA/MIT.EDU)
“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
Business Segment Director
General Dynamics Mission Systems

STUDENT EXPERIENCE
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.

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.

<table>
<thead>
<tr>
<th>MIT OPPORTUNITIES</th>
<th>Venture Mentoring Services</th>
<th>Martin Trust Center for Entrepreneurship</th>
<th>Research Labs</th>
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<tbody>
<tr>
<td>Media Lab</td>
<td>Conference (e.g. MIT PE, Sustainability, CFO, CIO)</td>
<td>Worldwide Alumni Network</td>
<td>Networking With Post Docs</td>
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<tr>
<th>MIT SLOAN SCHOOL OF MANAGEMENT OPPORTUNITIES</th>
<th>Guest Speakers</th>
<th>Sloan Senate</th>
<th>Certificates in Analytics, Healthcare, and Sustainability</th>
<th>Weekly Social &amp; Cultural Events</th>
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<tbody>
<tr>
<td>Industry Conferences and Panels</td>
<td>Mentoring</td>
<td>Clubs</td>
<td></td>
<td>Networking with Faculty and Students</td>
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<tr>
<th>EMBA OPPORTUNITIES</th>
<th>Student Fireside Chats</th>
<th>Student-organized Interest Groups</th>
<th>Career Development</th>
<th>Guest Speakers</th>
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<tbody>
<tr>
<td>Significant Other Weekend, Family Weekend, Bring Your Boss to Campus Day</td>
<td>Social Events</td>
<td>Executive Coaching</td>
<td>Networking with Classmates and Alumni</td>
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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.

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 ’19, January ’20, and Spring ’20 – 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.

**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) Project
- Organizations Lab (O-Lab)
- Global Labs

**SAMPLE ELECTIVE CLASSES**
- The 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

**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.

REGISTER YOUR INTEREST: HTTP://EMBA.MIT.EDU
### MIT EXECUTIVE MBA

#### COURSE OF STUDY

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<th>TERMINAL</th>
<th>COURSES</th>
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| **TERM 1** | Applied Economics for Managers  
Microeconomics: Firms and Markets  
Economic Analysis of Corporate and Policy Decisions  
**Leadership and Integrative Management**  
Integrating General Management Perspectives  
Exploring Challenges of a Multinational Organization  
Financial Accounting  
Organizational Behavior: The Three Lenses  
Behavioral Perspectives on Organizational Management |
| **TERM 2** | **Competitive Strategy**  
Strategies for Competitive Advantage  
Modern Strategic Management  
**Data, Models, and Decisions**  
Driving the Business through Best Practice Quantitative Methods  
Data-driven Decision Making  
**Electives 1 & 2**  
Choose from a variety of advanced topics and specialized courses  
**Financial Accounting**  
Accounting for Corporate and Investment Decisions  
Analyzing Financial Statements  
**Innovation Driven Entrepreneurial Advantage (IDEA)**  
New Product Innovation in the MIT Ecosystem  
Entrepreneurial Strategy |
| **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  
**Operations Management**  
Global Operations Strategies  
Supply Chain Management |
| **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*  
**Marketing Management**  
Market Segmentation  
Marketing Strategy  
**Leading in a Global Context**  
Macroeconomics: Global Markets and Strategy  
International Policy and Economic Environment of Firms |
| **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**  
Combining and Integrating Learnings across Courses  
Maximizing your impact in for-profit and not-for-profit organizations. |

**Note:**
- **A** indicates an Action Learning Course
- **E** indicates an Executive Module
MIT’s team-based Executive MBA takes place in two cohorts of approximately 60 students where each student is part of a diverse eight-person learning 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**

- Advertising: 2%
- Food & Beverage: 2%
- Entertainment/Media: 2%
- Energy/Mining/Chemicals: 3%
- Telecommunications: 3%
- Manufacturing: 3%
- Government/Military: 3%
- Other: 4%
- Consulting: 6%
- Education/Non-Profit: 6%
- Pharmaceutical/Biotechnology: 12%
- Financial Services: 13%
- Healthcare: 18%
- Software/Technology: 24%

**SENIORITY**

- 19% Vice President
- 14% C-level
- 6% Founder
- 18% Manager
- 43% Director

**COMPANY SIZE**

- 40% 10,001 +
- 21% 2,501 - 10,000
- 12% 501 - 2,500
- 12% 101 - 500
- 10% 25 - 100
- 5% Fewer than 25

**GEOGRAPHY**

- 56% Northeast
- 5% Mid-Atlantic
- 10% West
- 9% Southwest
- 5% Midwest
- 6% South
- 9% International

**REGISTER YOUR INTEREST:** [HTTP://EMBA.MIT.EDU](http://EMBA.MIT.EDU)
JOIN A NETWORK OF IMPACT

MUKUND RAVIPATY ’18
Director, Security Services, Design & Architecture
National Grid

ANITA CARLETON ’18
Deputy Director, Software Solutions Division at Software Engineering Institute
Carnegie Mellon University

SEAN JENNINGS ’18
Co-Founder and Senior Vice President
Virtustream

TRICIA WALKER ’17
Head of Direct Consumer Business
MassMutual

ALEXEI TIMOFTI ’17
Global Lead, Trade and Supply Chain Advisory Services
International Finance Corporation/The World Bank

KOSTA LIGRIS ’18
CEO and Founding Partner
Ligris

JUAN HIGUEROS ’17
Director
KPMG Mergers & Acquisitions Deal Advisory Practice

ANDRÉS LARGACHA ’18
Chief Financial Officer
Mercantil Colpatria

SAMIA BAHSOUN ’17
Cofounder and CEO
Capwave Technologies

KOSTA LIGRIS ’18
CEO and Founding Partner
Ligris

ENERGY

SOFTWARE / TECHNOLOGY

START-UPS

LAW

FINANCIAL/CONSULTING SERVICES
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 ’17
Senior Director
Level 3 Communications
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, 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.

BUILDING IMPACT
Bridget Akinc EMBA ’13
CEO
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 Bridget Akinc EMBA ’13, Building Impact’s Connect Program is creating a large-scale network of corporate citizens and civic participants to serve local communities in-need.

FUTURE FUEL.IO
Laurel Taylor EMBA ’15
Founder and CEO
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
Todd Huber EMBA ’17, Andy Pechacek EMBA ’12, Chris Penny EMBA ’17, Carrie Wager EMBA ’17
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
“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
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.

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: October 1, 2017
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Round 2 Deadline: March 16, 2018
Final Deadline: June 1, 2018*
* 11:59 P.M. ET
BROADEN YOUR PERSPECTIVE
AND YOUR NETWORK

INCREASE YOUR IMPACT
AND YOUR BRAND

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