The MIT Executive MBA Curriculum

**Fall**
- Applied Economics for Managers
  - Game theory and organizational capability
  - Markets, competition, market power, and strategic pricing
- Leadership and Integrative Management (LIM)
  - Integrating general management perspectives
  - Exploring challenges of a multinational organization
- Organizational Processes
  - Behavioral perspectives on organizational management: The Three Lenses
  - Analytic tools needed to analyze, manage, and lead the organizations of the future.

**Spring**
- 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 (2)
  - Advanced topics and specialized courses; see below for more details

**Summer**
- 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
  - Enterprise execution strategy via value-chain capability analysis tools
  - Demand-supply matching, operational uncertainty and risk management
- Innovation-Driven Entrepreneurial Advantage (IDEA)
  - New product innovation in the MIT Ecosystem
  - Entrepreneurial strategy

**Fall**
- Financial Management
  - Corporate finance and capital markets
  - How to value a project or a company, raise capital, and manage risk
- 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 (LGC)
  - Macroeconomics: global markets and strategy
  - International policy and economic environment of firms

**Spring**
- Electives (4)
  - Advanced topics and specialized courses; see below for more details
- Global Strategy
  - Understanding company performance in a global world
  - Managing effectively in today’s interconnected world
- Global Labs
  - Company project and possible one-week international project trip
  - Offered labs: China Lab, GO-Lab, IDEA-Lab
- Leading With Impact (LWI)
  - Combining and integrating learnings across courses
  - Maximizing your impact in not-for-profit organizations

**Previously Offered Electives**
- Applied Economics for Managers
- Communicating with Data
- Key Decisions for Corporate Boards
- The Law and Tough Calls
- Managing a Diverse Workforce
- Marketing Strategy for General Managers
- Product Design
- Risk Management
- Transforming Data into Knowledge

(*) Applied and Action Learning courses
MIT EMBA Applied and Action Learning Labs and Projects

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<tr>
<th>ORGANIZATIONAL PROCESSES:</th>
<th>COMPETITIVE STRATEGY:</th>
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<td>Students will improve an organizational process by diagnosing and analyzing the organizational dynamics and contributing “root causes”. Possible changes which could alleviate blockages will be identified and an implementation plan including tactics, metrics to monitor and evaluate, and steps to institutionalize the change will be created.</td>
<td>Industry Analysis Tools (Value Creation/Capture, Five Forces Analysis, etc.) will be applied to students’ own industries and organizations. They will define their industry (what it includes and/or excludes), identify buyers, how they determine what they are willing to pay for the product/services, and identify determinants of industry profitability.</td>
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<th>DATA, MODELS AND DECISIONS:</th>
<th>OPERATIONS MANAGEMENT:</th>
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<td>Managerial decisions are increasingly based on analyses using quantitative models from the discipline of management science. Management science tools, techniques and concepts (e.g., data, models, and software programs) have dramatically changed the way businesses operate in manufacturing, service operations, the internet, marketing, transportation, and finance, among others. DMD is designed to introduce students to the fundamental techniques of using data to make informed management decisions. Assignments will focus on various ways of modeling, or thinking structurally about, decision problems in order to enhance decision-making skills. Much of the material will be presented in the context of practical business situations from a variety of settings.</td>
<td>Students will choose a major organizational process (set of processes), analyze efficiency, and propose ways to improve or re-design the process. The proposed improvements could relate to the work being done, who is doing it, how people are organized around the work, management structure, etc. Findings may determine if an existing process needs to be re-designed, or if incremental improvements will achieve desired results.</td>
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<th>INTRODUCTION TO SYSTEM DYNAMICS:</th>
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<td>System Dynamics is comprised of a series of assignments to which students will apply frameworks learned in class to their own organizations. All reports are structured in a format that the student can comfortably share with their organization’s leaders. They will:</td>
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<td>• Use analysis to construct plans for interventions to meet desired objectives, design experiments to test the hypotheses emerging from the analysis; will review their organization’s growth strategy, analyze the industry’s competitive dynamics, their firm’s position, and various drivers of growth.</td>
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<td>• Prepare 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.</td>
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<td>• Choose an under performing process and identify its key output or product stream. Enabler and barriers to performance are identified.</td>
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<td>• Other assignments include analyzing poor project performance and whether the organization’s internal capabilities are well matched to the chosen strategy and competitive environment.</td>
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<th>ORGANIZATIONS LAB:</th>
<th>ANALYTICS EDGE (ELECTIVE):</th>
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<td>This five-month lab class focuses on projects within students’ own organizations. Building on the frameworks, tools, and knowledge from previous courses, students will identify a challenge, a stretch goal, or headache – something that doesn’t work – and fix it. Each will 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.</td>
<td>This popular elective builds on Data, Models, and Decisions. Concepts and tools covered 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. Students will apply analytical methods to a project they identify using some of the concepts and tools discuss in the course.</td>
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