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Management and Leadership
Strategy and Innovation
Technology, Operations, and Value Chain Management
INNOVATION DRIVES EVERYTHING WE DO.

If MIT were a country, it would have the 11th largest economy in the world*

As of 2006, 25,800 companies had been founded by still-living MIT alumni, which employ 3.3 million people, not including companies that have been acquired or merged with others*

In its 2012/2013 ranking of the world's greatest universities, QS—a leading global career and education network—named MIT #1 in the world**

MAKING THE UNREAL APPROACH TO EXECUTIVE EDUCATION A REALITY

What do you do when you have more than 100 global executives en route to campus and Mother Nature refuses to cooperate? If you’re MIT Sloan, you embrace it as an opportunity to offer participants a unique experience that works to their advantage.

When Hurricane Sandy—the “perfect storm” that hit the U.S. Northeast coast in October 2012—made it impossible for many participants to attend the live session of the popular Big Data course, MIT Sloan Executive Education embraced the opportunity to turn a negative into a positive and to make an innovative leap. Using AvayaLive Engage™ technology to power a virtual, immersive collaborative environment, MIT Sloan offered Big Data 4Dx—the School’s first-ever interactive, online version of a live program.

*According to the Kauffman Foundation study, “Entrepreneurial Impact: The Role of MIT” **According to a study by QS World University Rankings
AS A RESULT, THE MIT SLOAN SCHOOL OF MANAGEMENT IS HOME TO MANY “FIRSTS” IN EXECUTIVE EDUCATION.

The world’s first university-based executive education program, which later grew into the MIT Sloan Fellows Program in Innovation and Global Leadership, was created in 1931 under the sponsorship of Alfred P. Sloan. In 1953, MIT Sloan began offering shorter executive courses so that the larger business community could benefit from our latest research and insights.

Today, MIT continues to introduce groundbreaking innovations in executive education, including interactive virtual classrooms, multi-language programs, and exciting partnerships to address global concerns through leadership training.

What could have been a nightmare instead became a pilot program for future online courses and an innovative way to offer global executives an advanced education experience from the comfort and convenience of their home or office. With this new technology, participants and faculty use avatars to move around, interact with each other, join conversations, and operate in a “four dimensional” room—making the “unreal” a reality.

MIT is proud to pioneer this new concept in executive education and offer a solution that ensures our participants reap the benefits of a personalized, interactive educational experience no matter where in the world they might be. See page 11 to learn more about our newest virtual program, Essential Law for Entrepreneurs in Innovation-Driven Startups and Growth Companies (4Dx).
THE MIT EDGE

SINCE ITS FOUNDING, the MIT Sloan School of Management has been a leader in providing managers with the tools they need to drive innovation. From option pricing theory to system dynamics to collective intelligence, MIT Sloan’s contributions continue to enhance management education and improve its practice around the world. The School’s innovative and entrepreneurial focus has fostered internationally respected faculty who are recognized as pioneers in their fields.

THE MIT SLOAN INTERDISCIPLINARY APPROACH of integrating management with science and technology directly influences our course material. Each program offers cutting-edge insights and practical lessons that can be applied immediately in an organization. MIT’s highly interactive learning environment encourages meaningful connections and networking opportunities among participants that extend well beyond the classroom. In fact, this rigorous and integrated approach to learning and problem solving applies equally to our custom programs for organizations, which have enabled some of the world’s most influential companies to tackle business challenges and drive revolutionary change.
SHORT COURSES, BIG IMPACT

Designed for senior executives and high-potential managers worldwide, our open enrollment programs reflect MIT Sloan’s core mission—to develop principled, innovative leaders and to generate ideas that advance management practice. Our more than 30 short courses are taught by senior MIT Sloan faculty and address immediate business challenges using practical tools and MIT-developed frameworks. Offered in convenient, two-day and longer formats that fit busy schedules, the courses—some of which are also online—provide excellent networking opportunities with peers from around the world.

Courses are offered in three concentrations or “tracks”: Management and Leadership; Strategy and Innovation; and Technology, Operations, and Value Chain Management. Many of the courses are scheduled consecutively so that participants can take several programs in one visit. These back-to-back courses also make it possible to earn an Executive Certificate in as few as two weeks.

executive.mit.edu/openenrollment

Multi-registration discounts are available for individual participants and teams from the same organization. For details, see page 28 or visit: executive.mit.edu/multireg
Executive Certificates

Pursuing an Executive Certificate at MIT allows executives to further their business knowledge and skills on a convenient, flexible schedule of their own design. Certificates are offered in three areas of concentration to help structure education plans to meet specific interests and goals. To qualify for an Executive Certificate, participants must complete four programs—with at least three of the four coming from their chosen certificate track—within a four-year period. (At least one of the programs must be attended in person rather than virtually.) There are many different program combinations available when designing the Executive Certificate plan that is right for you, including the option of completing the Executive Certificate requirements in one short visit.

executive.mit.edu/planningyourcertificate

Management and Leadership

Programs in this track emphasize the importance of human capital—how to manage people effectively and develop skill sets in organizations to make the implementation of any strategic innovations possible. This track is an ideal option for technical executives seeking to enhance their general management and leadership skills in order to become effective leaders in a dynamic business world. The curriculum focuses on core business competencies including marketing, finance, negotiations, change management, and systems thinking, and offers cutting-edge solutions to problems that executives face in their workplace every day.

2015 SAMPLE CERTIFICATE PLAN
- Understanding and Solving Complex Business Problems (March 17–18)
- Creating High Velocity Organizations (March 19–20)
- Building Game-Changing Organizations: Aligning Purpose, Performance, and People (March 23–24)
- Essential Law for Executives: The MIT Advantage (March 26–27)

Strategy and Innovation

World-renowned for the development and advancement of cutting-edge management methods and practices, MIT Sloan continually enriches its program material to address critical business issues in strategic innovation. This track introduces breakthrough concepts that can help to identify, capture, and deliver on great ideas and successfully drive innovation throughout the organization. Participants will discover new strategic approaches and tools for managing products, technology, and innovation, as well as the importance of building an innovative company culture and how to incorporate forward-looking digital strategies to enhance organizational success.

2015 SAMPLE CERTIFICATE PLAN
- Building Game-Changing Organizations: Aligning Purpose, Performance, and People (March 23–24)
- Understanding Global Markets: Macroeconomics for Executives (March 25–27)
- Developing and Managing a Successful Technology and Product Strategy (March 31–April 1)
- Negotiation for Executives (April 2–3)

Technology, Operations, and Value Chain Management

Programs in this track focus primarily on implementing innovative strategies by developing strategic approaches for using technology and process optimization throughout an organization. Technology-based processes are so intrinsic to today’s business environment that many people underestimate their impact and the unexpected ways technology may be used. These programs offer nontechnical executives and tech savvy managers alike an opportunity to learn how to recognize, manage, and profit from the significant ways in which rapidly evolving technology and global networks transform an organization.

2015 SAMPLE CERTIFICATE PLAN
- Implementing Improvement Strategies: Practical Tools and Methods (April 7–8)
- Essential IT for Non-IT Executives (April 9–10)
- Developing a Leading Edge Operations Strategy (April 14–15)
- Supply Chain Strategy and Management (April 16–17)
MIT Sloan Advanced Management Program (AMP)

AMP is a month-long senior executive program designed for a select group of leaders who seek “something beyond an MBA” and are willing to create and sustain a learning community. Participants will acquire new frameworks and skills; be exposed to world-class faculty and their research; and make connections with colleagues who share similar experiences. This program combines custom components on change management, leadership, system dynamics, and innovation with open enrollment sessions on negotiation, macroeconomics, organization strategy, operations, marketing, and platform strategy. As an added benefit, the AMP program allows executives to earn the ACE during one visit to MIT.

WHO SHOULD ATTEND: seasoned executives who have significant leadership roles in their companies either as general managers, leaders of functions or business lines, or who have direct responsibility for profit/loss; senior executives with 15–20 years of work experience across several different functional and business lines and significant international exposure; fluency in written and spoken English; a graduate degree

2015 Sample Course Combination
2 program days each unless noted

- Building Game-Changing Organizations: Aligning Purpose, Performance, and People
- Building, Leading, and Sustaining the Innovative Organization
- Creating High Velocity Organizations
- Developing a Leading Edge Operations Strategy
- Essential IT for Non-IT Executives
- Fundamentals of Finance for the Technical Executive
- Implementing Improvement Strategies: Practical Tools and Methods
- Intelligent Organizations: Collaboration and the Future of Work
- Revitalizing Your Digital Business Model
- Transforming Your Leadership Strategy
- Understanding and Solving Complex Business Problems
- Understanding Global Markets: Macroeconomics for Executives (3 program days)

2015
May 26–June 26

25 Program Days / $57,500 Including Accommodations


Program Rating: ★★★★★ | 4.8

Executive Certificate Holders Will Receive:
- A 20% discount on additional courses
- Invitations to select MIT Sloan events and networking opportunities
- A profile in the Executive Certificate online community
- Membership in the MIT Sloan Executive Certificate Network Group on LinkedIn
- An MIT Sloan email-forwarding-for-life address (ACE Only)
- Inclusion in the MIT Sloan alumni directory (ACE Only)
- Subscription to the MIT Sloan alumni newsletter (ACE Only)
MEET SOME OF OUR FACULTY

In classrooms and laboratories across MIT, some of the world’s most audacious thinkers are launching change. They are the MIT Sloan Executive Education faculty, and their innovations reverberate throughout boardrooms, living rooms, and classrooms around the world.

THEIR REPUTATION WAS BUILT over the last century by such pioneers as Jay Forrester, the father of system dynamics; John D. C. Little, one of the founders of marketing science; Nobel Prize-winning economists Robert Solow and Franco Modigliani; and Arnoldo Hax, who developed the revolutionary Delta Model framework.

The legacy continues to grow with thought leaders such as:

- **Deborah Ancona, Tom Malone, Wanda Orlikowski, and Peter Senge**, who developed the 4 Capabilities Leadership Framework (FCF)
- **John Sterman**, who pioneered the development of “management flight simulators” of corporate and economic systems and is a legend in the field of system dynamics
- **Steven Eppinger**, who is a trailblazer in the development of the widely used Design Structure Matrix (DSM) method for managing complex system design, which is applied primarily in the automotive, electronics, aerospace, and equipment industries
- **Eric von Hippel**, who is known for his research on how lead users of products, as opposed to those who manufacture the products, often drive the innovations of these successful new products

BREAKTHROUGH CONCEPTS AND METHODS such as the ones mentioned above are often taught in our programs by the very faculty who developed them, bringing leading-edge management research directly into the executive classroom experience.
BILL AULET
SENIOR LECTURER & MANAGING DIRECTOR, THE MARTIN (1958) TRUST CENTER FOR MIT ENTREPRENEURSHIP

“Bill Aulet is a serious entrepreneur and mentor for startups, but he brings a cutting NY sense of humour to keep things light. The rest of the lecturers bring a nice mix of industry startup experience and theoretical research. You’ll meet some legendary players in the MIT ecosystem. It’s an experience you’ll never forget.”
Bruce Pon, CEO, ascribe.io
Past participant in the Entrepreneurship Development Program

ROBERTO RIGOBON
SOCIETY OF SLOAN FELLOWS PROFESSOR OF MANAGEMENT & PROFESSOR OF APPLIED ECONOMICS

“Truly inspiring course, Roberto led the content with transparency and articulation beyond any class I have ever taken. His energy and the simplicity of his messages is the perfect medium for conveying challenging content in an accessible format.”
Monica Nelson, Associate, CBRE
Past participant in Understanding Global Markets: Macroeconomics for Executives

GEORGE WESTERMAN
RESEARCH SCIENTIST, MIT CENTER FOR DIGITAL BUSINESS & MIT SLOAN SCHOOL OF MANAGEMENT

“Dr. George Westerman is a phenomenal teacher, and I mean teacher in the very sense of the word. It’s not easy to teach executives ... much less get their attention ... I am using the concepts for this course in my daily work having assumed executive ownership of a $15M IT project this year.”
Robert Winans, Director, Business Process Transformation, Hewlett Packard Corporation
Past participant in Essential IT for Non-IT Executives

To meet all the MIT Sloan Executive Education faculty, visit executive.mit.edu/faculty
Big Data 4Dx: Making Complex Things Simpler online

This online, interactive course uses immersive AvayaLive Engage™ technology to illustrate how data about behaviors and social networks can be used to elevate a company’s performance level. Big data gives valuable insight into a variety of business scenarios. As individuals gain control over data, they are more willing to share that data, increasing an organization’s efficiency. This program discusses big data: what it is, how to get it, and how to use it to an organization’s advantage. Participants experience the program as avatars in a web based, “4D” environment, engaging with the faculty, content, discussions, and exercises.

WHO SHOULD ATTEND: CIOs; CTOs; chief marketing officers’ customer relationship managers; business intelligence professionals; government security professionals; entrepreneurs; web analysts; senior managers

2015 TBD

2 PROGRAM DAYS Online Program

PROGRAM FACULTY: Erik Brynjolfsson, Alex “Sandy” Pentland

PROGRAM RATING: ★★★★★ | 4.3

Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems

This course provides an intensive, hands-on introduction to system dynamics, a unique framework for understanding and managing complex businesses and organizations. The field of system dynamics and the systems thinking and learning technologies that underlie this course were invented and developed at MIT by the teaching faculty. Participants are introduced to a variety of tools, including mapping techniques, simulation models, and MIT’s “management flight simulators,” to help them understand the sources of persistent problems and how business decisions may result in complicated cause-and-effect loops.

WHO SHOULD ATTEND: CEOs; CIOs; vice presidents of innovation, performance management, and global network services; directors of forecasting, process management and engineering, strategic and corporate planning, and enterprise risk management; managers of IT strategy and corporate planning; planners; strategists; consultants who work with management teams and have decision-making responsibility

2015 June 8–12

5 PROGRAM DAYS / $8,700

PROGRAM FACULTY: Nelson Repenning, John Sterman

PROGRAM RATING: ★★★★★ | 4.7

NEW Communication and Persuasion in the Digital Age

Effective communication is an essential skill for leaders in any organization. The rapid proliferation of digital media creates new challenges and opportunities for managers to communicate effectively with diverse audiences in a variety of settings. This program is designed to help executives and managers become successful communicators in any context—from public speeches, interpersonal meetings, and group discussions to video conferencing, email, and social media. The program faculty draw on decades of advanced communication research to help executives and managers solve problems, make quality decisions, and motivate people.

WHO SHOULD ATTEND: typical participants’ areas of expertise include sales and marketing; planning and development; operations management; strategic partnerships; supply-chain agreements; recruitment and human resources

2014 October 27–28

2015 June 30–July 1

October 21–22

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: JoAnne Yates, Edward Schiappa

PROGRAM RATING: ★★★★★ | 5.0

TAKEAWAYS: Entrepreneurship Development Program

In a recent Forbes article—“Six Whopping Lies Told About Entrepreneurs ... Sometimes By Entrepreneurs Themselves”—Bill Aulet, MIT Sloan Senior Lecturer and Managing Director of The Martin (1958) Trust Center for MIT Entrepreneurship, dispels six misconceptions about entrepreneurs. Namely, that they are:

- The smartest, most high achieving people in the room
- Individualists
- Born, not made
- Risk takers
- Successful because they are charismatic
- Undisciplined

To read the entire article, go to executive.mit.edu/forbes

PLEASE NOTE: All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of September 2014. Please visit executive.mit.edu for the most current information.
Creating High Velocity Organizations

This course helps participants think and behave like innovators when the traditional decision-based leadership formula doesn’t apply. The program introduces the four fundamental principles by which accelerated performance is achieved: smart work design, creative problem solving, continuous knowledge sharing, and systemic nurturing of discovery skills. The program material and in-class exercises demonstrate those principles in practice, giving participants an opportunity to test how those principles can be applied to their own work.

WHO SHOULD ATTEND: managers with responsibility for core products, services, or mission-critical processes; experts on process excellence; senior corporate executives; entrepreneurs in any industry, or new and emerging fields, where there is little or no established knowledge base required for successful decision-driven leadership. To get the highest impact of this program, we recommend that participants attend in groups.

2014
October 30–31
2015
March 19–20
May 28–29
October 27–28

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Roberto Fernandez, Steve Spear

PROGRAM RATING: ★★★★★ | 4.4

Entrepreneurship Development Program

Drawing from the vast culture of innovation and entrepreneurship at MIT, this unique course introduces participants to MIT’s entrepreneurial education programs, technology transfer system, and global entrepreneurial network. The program covers the entire venture creation process, from generating ideas to building viable global businesses, with a special emphasis on the nurturing roles of corporations, universities, governments, and foundations. In addition, it helps entrepreneurs and corporate venturing executives involved in entrepreneurial environments learn what they need to develop ideas into successful businesses, and how to increase entrepreneurial opportunities in their corporations, institutions, and regions.

WHO SHOULD ATTEND: CEOs; CTOs; vice presidents; managing directors; managers of business development, research and development, and technology; successful and aspiring entrepreneurs/intrapreneurs; corporate venturing officers; academics; regional development officers

2015
January 25–30

5 PROGRAM DAYS / $10,100

PROGRAM FACULTY: William Aulet, Matt Marx, Fiona Murray, Antoinette Schoar, Scott Stern

PROGRAM RATING: ★★★★★★ | 4.9

At MIT Sloan Executive Education, participants can interface with professors like Roberto Rigobon and Nelson Repenning to learn and discuss macroeconomic issues and understand how to apply system dynamics to their organizations, respectively ... One of the most valuable aspects of these programs is the ability to collaborate with and learn from executives from around the world, representing various industries. My peers at MIT Sloan were both a source of creative discussion and great sounding boards ...

Bertrand Liang
Managing Director
LCC Ventures
USA

Management and Leadership Executive Certificate holder
NEW Essential Law for Entrepreneurs in Innovation-Driven Startups and Growth Companies (4Dx) online

This interactive course is a hands-on, focused “deep dive” into the law-sensitive issues and challenges that face innovation-driven startups. With a clearer understanding of legal issues, participants will bring better judgment and more effective leadership to key junctures in the growth of these dynamic ventures. This new program provides the tools and strategies global executives need to lead in the critical, law-sensitive areas of innovation-driven businesses. It utilizes exciting, web-based virtual classrooms that enable global participants to interact in real time with peers and faculty through avatars.

WHO SHOULD ATTEND: founders; early employees; financial or strategic investors; potential buyers of a venture; board members; advisors; consultants

2014
November 11–December 16

2 PROGRAM DAYS / $3,300

Held on consecutive Tuesdays from 11:00 a.m. – 2:00 p.m.
U.S. Eastern Time

PROGRAM FACULTY: John Akula

PROGRAM RATING: New program. Rating not yet available.

Essential Law for Executives: The MIT Advantage

As executives take on greater responsibilities, they encounter an increasingly broad range of law-sensitive problems and opportunities with big upsides, downsides, or both. The U.S. legal system is business-friendly, but also extraordinarily harsh in its routine use of severe criminal sanctions for violations of business regulations. This course gives participants an understanding of the law so they can exercise sound judgment and effective leadership when approaching a broad variety of law-related issues, such as complex contracts and transactions, key legal concerns of employment relations, and the risks of lawsuits and criminal sanctions. The program draws heavily on technology-intensive industries, and materials are realistic, practical, and nearly jargon-free.

WHO SHOULD ATTEND: C-level executives; presidents; vice presidents of research and development, marketing, supply chain management, engineering, manufacturing, human resources, and IS; corporate planners and strategists

2014
November 20–21

2015
March 26–27
November 5–6

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: John Akula

PROGRAM RATING: ★★★★★ | 4.7

Fundamentals of Finance for the Technical Executive

Today’s technical executive must be able to use finance to persuade corporate officers to fund projects, and use financial tools to address senior management’s concerns about risk. This program focuses on basic financial principles for project evaluation, funding, and resource allocation. It is designed to provide senior technical managers with the concepts, strategies, and tools needed to deal more effectively with corporate finance and senior management. Participants learn how to apply a financial perspective to day-to-day management practices. This hands-on course transforms a technical manager’s ability to apply the principles of finance and achieve their short-term and long-range goals.

WHO SHOULD ATTEND: senior technical managers; CIOs; chief technologists; head scientists; research and development and product development directors; engineering and manufacturing vice presidents; corporate strategists; project managers; systems information managers

2014
November 11–12

2015
June 25–26
November 17–18

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Nittai Bergman, Paul Mende, Antoinette Schoar

PROGRAM RATING: ★★★★★★ | 4.2
Global Executive Academy (multi-language)

MIT Sloan’s Global Executive Academy is a transformative learning experience designed to fit the time and language constraints of seasoned global executives. A new frontier in executive education, it brings MIT content to the non-English speaking world through a multilingual educational experience that draws on four existing open enrollment programs: Building, Leading, and Sustaining the Innovative Organization; Managing Technical Professionals and Organizations; Strategic Marketing; and Creating High Velocity Organizations. The programs will be simultaneously translated into Arabic, English, Mandarin, Portuguese, Russian, and Spanish. At the conclusion of the Academy participants will earn an Executive Certificate in Management and Leadership.

WHO SHOULD ATTEND: CIOs; chief technologists; corporate strategists and planners; senior executives in research and development, engineering, and manufacturing; vice presidents of marketing, product development, human resources, and business development; head scientists; managers

2015
September 8–17
8 PROGRAM DAYS / $14,900

PROGRAM FACULTY: Roberto Fernandez, Ralph Katz, Jay Paap, Duncan Simester, Steve Spear, Catherine Tucker, Eric von Hippel

PROGRAM RATING: ★★★★★ | 4.5

Intelligent Organizations: Collaboration and the Future of Work

This intensive seminar is designed to help managers understand how to create a competitive advantage by harnessing the newest organizational approaches made possible by the latest wide-ranging communications technologies. It illustrates how people and computers can be connected in new, creative ways so that—collectively—they act more intelligently than any person, group, or computer has ever done before. Drawing on examples like Google, InnoCentive, eBay, and Wikipedia, participants learn to identify opportunities for using crowd intelligence, loose hierarchies, and other innovative ways of organizing work to apply to their own business environment.

WHO SHOULD ATTEND: CEOs, senior executives, and managers at all levels who are in a position to make significant changes in the ways work is organized in their units; managers of IT, human resources, strategy, and research

2014
October 21–22

2015
June 18–19

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Thomas Malone

PROGRAM RATING: ★★★★★ | 4.5

Leonardo Fanzini
Purchasing Manager
GE Power & Water
Italy

Overall: ★★★★★
Application: ★★★★★★
Content: ★★★★★
Experience: ★★★★★★
Date Attended: Apr 3, 2014
Date Reviewed: Apr 13, 2014
Leading Change in Complex Organizations

This program helps senior managers harness the leadership skills, political resources, and cultural understandings needed to guide successful organizational change. It utilizes a unique analytical framework to address the change process from three perspectives—strategic, political, and cultural. Each of these perspectives provides critical insights and tools that enable managers to avoid and solve the problems associated with traditional approaches to change. The issues examined apply across organizations, national boundaries, and technical domains.

WHO SHOULD ATTEND: general managers and senior functional managers who coordinate diverse groups in the organization, and also staff executives who manage training and education for the organization; vice presidents of operations; directors of organizational development and corporate strategy; managers of communications, business development, and human resources; senior business engineers

2015

May 17–22

5 PROGRAM DAYS / $8,900

PROGRAM FACULTY: John Carroll, Janice Klein, David Krackhardt, John Sterman, John Van Maanen

PROGRAM RATING: ★★★★★ | 4.7

Managing Technical Professionals and Organizations

Technical professionals’ goals and incentives often differ from those of other employees, and so do the management challenges that arise. Drawing on the wealth of research and industry experience of faculty and leading practitioners, this program explores a set of proven, practical, and innovative strategies for maximizing the contribution of an organization’s technical professionals, including project teams and individual contributors. It provides key insights on how to retain technical staff, integrate technical professionals into the organization, build more successful project teams, keep teams high performing over time, and develop reward and incentive systems for technical professionals.

WHO SHOULD ATTEND: executives who manage technical professionals, including CIOs; CTOs; vice presidents and directors of research and development, engineering, and manufacturing; managers of product development and systems information; corporate strategists

2014

November 4–5

2015

April 7–8

May 26–27

October 19–20

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Ralph Katz

PROGRAM RATING: ★★★★★ | 4.4

NEW Maximizing Your Personal Productivity

Punching a clock doesn’t make sense for professionals whose value is measured in knowledge and results rather than time spent on the job. Yet, so many organizations still emphasize face time in the office. This new course focuses on skills and techniques to boost personal productivity including how to prioritize goals, align time allocation with those goals, and develop techniques to deal with lower priority tasks. It is designed to increase the personal productivity of professionals through a series of case studies, practical exercises, and background readings. It also addresses how to complete important projects efficiently, hold productive meetings with clear agendas and outcomes, and manage by delegation.

WHO SHOULD ATTEND: managers seeking to expand leadership roles; professionals from U.S. and foreign countries; managers from young and established companies; executives from for-profit and not-for-profit organizations

2014

November 13–14

2015

June 4–5

November 12–13

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Robert Pozen

PROGRAM RATING: ★★★★★ | 4.6
MIT Regional Entrepreneurship Acceleration Program (REAP)

MIT Regional Entrepreneurship Acceleration Program (REAP) is a unique multi-year program for cross-functional teams designed to help regions promote economic development and job creation by implementing a more robust innovation-based entrepreneurial ecosystem. During the pilot program, cross-functional teams conducted an action project to assess the current state of entrepreneurship in their regions. Course participants attend two-and-a-half day educational workshops twice a year for at least two years. On site, they are exposed to the theory and practice of developing regional clusters of innovation-based entrepreneurship, and collaborate by breaking down traditional boundaries and focusing on the common purpose of regional economic development.

**WHO SHOULD ATTEND:** each region will assemble an initial cross-functional team of five to seven members, representing five major stakeholders (Economic Development/Government, Entrepreneurs, Risk Capital, Large Corporations, and Universities)

**2014–2016**
February 26, 2014–February 28, 2016

**10 PROGRAM DAYS / $250,000**
(covers tuition for two years for the entire team of 5-7 participants)

2.5 days per workshop;
4 workshops total

Workshops, virtual mentoring, regional projects, and online tools are blended in a two-year program

**PROGRAM FACULTY:** William Aulet, Fiona Murray, Scott Stern

**PROGRAM RATING:** ★★★★★ | 5.0

Negotiation for Executives

From fundamental principles to specific real-world examples, this program offers a holistic view of negotiation as building relationships that are rooted in mutual trust and respect, and result in success at the bargaining table. Participants learn to prioritize multiple issues to reach the most beneficial resolution and to optimize both the economic and subjective value of negotiations. The course provides extensive personalized feedback and teaches participants how to leverage their individual traits to achieve success and build lasting relationships.

**WHO SHOULD ATTEND:** appropriate for participants whose responsibilities include contract negotiations, supply-chain agreements, compensation issues, and securing funding for projects or departments. Participants’ areas of expertise may include planning and development; operations management; strategic partnerships; supply-chain agreements between companies; and recruitment and human resources.

**2014**
October 28–29

**2015**
April 2–3
June 9–10
October 15–16

**2 PROGRAM DAYS / $3,300**

**PROGRAM FACULTY:** Jared Curhan

**PROGRAM RATING:** ★★★★★ | 4.9

“Negotiation for Executives

I really got a lot out of this program. Negotiation strategies and principles apply to so many areas, not just contract negotiations. I’ve been using what I learned on a daily basis in trying to reach consensus with colleagues, in delivering difficult information to my staff, as well as in vendor discussions. I highly recommend it if you have any doubt about your skills in this area or even just to hone them.

Lisa Stefanoff
Chief IT Director
Specialty Food Association
USA

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
Date Attended: Apr 10, 2014
Date Reviewed: Apr 17, 2014
NEW Neuroscience for Leadership

Brain research is leading to a greater understanding of how to improve personal and leadership behaviors and performance. This new course provides hands-on application of concepts and techniques deriving from the latest cognitive brain research and psychology that can improve individual, team, and organizational performance. Participants will learn how to leverage the plasticity of brain connections in order to embed sustainable behavioral change in themselves and their organization. Understanding the implications of this unique research will teach senior-level leaders how to raise their awareness of existing leadership behavioral patterns, focus attention on actions promoting resilience, and gain a competitive edge by comprehending how the brain works.

WHO SHOULD ATTEND: senior-level leaders, especially those who lead technically strong, motivated, and intelligent teams; executives working in large, complex organizations with diverse markets

2014
November 4–5

2015
April 14–15
November 10–11

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Deborah Ancona, Tara Swart

PROGRAM RATING: New program. Rating not yet available.

Strategic Marketing for the Technical Executive

This program provides a new perspective on the relationship between marketing and technology. It helps participants leverage marketing concepts and research to better influence the outcomes of product development and project management. Participants learn how to evaluate market attractiveness; manage the tradeoff between risk and information in the product development process; think about the design and management of distribution channels; and understand complex pricing decisions. Participants will learn a common language that they can use to interact more effectively with marketing and strategy professionals in their firms.

WHO SHOULD ATTEND: senior engineers; technical executives and key staff members responsible for project management, product design, research and development, engineering, IT, and manufacturing. While the program is designed for technical executives, these executives need not come from technology firms.

2014
November 13–14

2015
April 16–17
June 11–12
October 13–14

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Duncan Simester, Catherine Tucker

PROGRAM RATING: ★★★★★ | 4.7

Transforming Your Leadership Strategy

As organizations move away from a “command and control” model to a more “cultivate and coordinate” model, executives can no longer rely on old ways of thinking about leadership. This course introduces participants to a new, research-based framework developed at MIT to help leaders at every level drive innovation, maximize team performance, and succeed in today’s complex world of fast-paced, dramatic change. The 4 Capabilities Leadership Framework (FCF) is a powerful tool for understanding and integrating the four critical components of leadership—sense making, relating, visioning, and inventing.

WHO SHOULD ATTEND: leaders and change agents from all levels of the organization in any industry; CEOs; COOs; presidents; vice presidents of marketing and new venture development; chief technologists; directors of research and development, engineering, manufacturing, and information systems

2014
November 18–19

2015
March 31–April 1
June 25–26
November 3–4

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Deborah Ancona, John Van Maanen

PROGRAM RATING: ★★★★★ | 4.3
Understanding and Solving Complex Business Problems

This program introduces participants to a new way of thinking about the cause and effect of decision-making in complex organizations—departments, operating units, profit centers, or an entire industry. They learn to use MIT’s unique, integrative system dynamics approach to assess problems and produce the results they want. The class uses exercises, simulation models, and MIT’s “management flight simulators” to allow participants to experience the long-term side effects and impacts of decisions and help them understand how the organization’s performance is tied to structure and operating policies.

**WHO SHOULD ATTEND:** executives in decision-making roles who seek new ideas about how to solve difficult business problems; CEOs; COOs; CTOs; presidents; executive vice presidents and vice presidents; senior project and product development managers; corporate strategists.

**2014**
November 6–7

**2015**
March 17–18
June 23–24
October 29–30

**2 PROGRAM DAYS / $3,300**

**PROGRAM FACULTY:** J. Bradley Morrison, John Sterman

**PROGRAM RATING:** ★★★★★ | 4.6

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**NEW Executive Program in General Management (EPGM): India-U.S.-Online**

An immersive, nine-month, general management program for high-level executives, EPGM focuses on developing key technology leadership skills, such as making technology-enhanced strategic decisions, building collaborative organizations, managing talent across global markets, and integrating an innovation mindset into corporate culture. Participants convene as a cohort for three core modules, both in person and online. Each participant will also have the option of selecting electives from the MIT Sloan portfolio of open enrollment courses. As an added benefit, participants will earn the ACE at the conclusion of the program.

**WHO SHOULD ATTEND:** leaders in hi-tech, information technology, manufacturing, pharmaceuticals, infrastructure, oil and gas; executives with a minimum of 10 years of work experience; fluency in written and spoken English; a graduate degree.

**2014**
December 11, 2014–October 23, 2015

**25 PROGRAM DAYS / $33,000**

**INDIA–U.S.–ONLINE**

Participants must attend programs in both India and the U.S.

**PROGRAM PARTNER**

Eruditus Executive Education

**PROGRAM FACULTY:** Deborah Ancona, William Aulet, Pierre Azoulay, Michael Cusumano, Roberto Fernandez, Charles Fine, Michael Schrage, John Van Maanen

**PROGRAM RATING:** New program. Rating not yet available.

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**Transforming Your Leadership Strategy**

Excellent topic with real world application. Learning to be not just a great leader but a greatly effective one.

Panos Efsta
Operations Management
Executive & CMSSBB
Amesbury-Truth
USA

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★☆
Date Attended: Apr 8, 2014
Date Reviewed: Apr 9, 2014
**NEW Building Game-Changing Organizations:**
Aligning Purpose, Performance, and People

Game-changing organizations rewrite traditional playbooks and follow breakaway business models. Their leaders are purpose driven and performance oriented—capabilities that help them get and stay out in front. Participants in this new program will learn what it takes to develop game-changing organizations that make their companies world-class talent factories, as well as the importance of creating an innovative company culture. They will also learn from the successes and challenges of various companies that have been on similar journeys of transformation.

**WHO SHOULD ATTEND:** upper to senior level managers involved in company strategy, vision, and operational priorities; division, business unit, functional or geographic leadership team members; human resources professionals in senior roles who are involved in enterprise-wide change

**2014**
October 14–15

**2015**
March 23–24
June 18–19
October 15–16

**2 PROGRAM DAYS / $3,300**

**PROGRAM FACULTY:** Brad Coffey, Brian Halligan, Dennis Hoffman, Douglas Ready

**PROGRAM RATING:** ★★★★☆ | 4.2

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**Building, Leading, and Sustaining the Innovative Organization**

This course explores the elements of innovation and outlines the steps that need to be taken to implement and manage a culture of innovation. Structured around a four-part framework developed at MIT for leading and organizing breakthrough innovation, the program helps participants better understand how to develop sources of information on current and new technologies and consumer needs. Participants also learn how to generate innovative ideas for new products and services and to make timely decisions on choosing projects and implementing ideas with the highest likelihood of success.

**WHO SHOULD ATTEND:** senior corporate and technical executives, including executive vice presidents; vice presidents of marketing, product development, research and development, human resources, and business development; CIOs; CTOs; corporate strategists

**2014**
October 23–24

**2015**
April 9–10
June 11–12
October 29–30

**2 PROGRAM DAYS / $3,300**

**PROGRAM FACULTY:** Ralph Katz, Jay Paap, Eric von Hippel

**PROGRAM RATING:** ★★★★★☆ | 4.2

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**Developing and Managing a Successful Technology and Product Strategy**

This intensive program details a unique and powerful approach to integrating business and technology strategy and to developing profitable ventures and technologies. The course provides a framework for understanding how technologies and markets evolve, how they are linked, how technologies differ across markets, and what drives technology acceptance. Participants are introduced to a set of tools to identify high-leverage projects, match products to market dynamics, develop strategies to capture market value, and change organizational capabilities to reflect evolving markets and technological dynamics.

**WHO SHOULD ATTEND:** senior general and technical executives involved in the development, management, or marketing of technology and/or technology products, including CEOs; presidents; COOs; CTOs; vice presidents of research and development, engineering, manufacturing, marketing, and business development; corporate strategists

**2014**
October 23–24

**2015**
March 31–April 1
June 9–10
October 19–20

**2 PROGRAM DAYS / $3,300**

**PROGRAM FACULTY:** Pierre Azoulay, Ezra Zuckerman

**PROGRAM RATING:** ★★★★★☆ | 4.4

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**PLEASE NOTE:** All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of September 2014. Please visit executive.mit.edu for the most current information.
Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain

This joint program with the International Institute for Management Development (IMD) helps leaders manage innovation from concept to commercialization. It knits together marketing, product development, technology assessment, value chain design, project execution, and talent management in a roadmap for achieving breakthrough performance. Participants learn to build relationships that facilitate knowledge transfer, both within the firm and across the value chain. This course uses an integrative value chain framework created at MIT to combine technology and innovation strategy with the tools required for successful implementation.

**WHO SHOULD ATTEND:** senior executives and entrepreneurs who have significant input into the technology, supply chain, and innovation strategy of their organizations; CEOs; COOs; CIOs; CTOs; directors of research and development

**2015**
March 15–20

**5 PROGRAM DAYS / CHF 11,500**
LAUSANNE, SWITZERLAND

**2015**
September 20–25

**5 PROGRAM DAYS / $11,500**
CAMBRIDGE, MASSACHUSETTS

**PROGRAM FACULTY:** Charles Fine, Bill Fischer, Duncan Simester, Catherine Tucker, Eric von Hippel

**PROGRAM RATING:** 4.6

NEW Platform Strategy: Building and Thriving in a Vibrant Ecosystem

Over the past two decades, some of the most profitable and successful firms are those that have adopted a digital platform model—a strategy whereby the company allows two or more disparate groups to interact over a platform to co-create value. In this program, participants will learn how their business strategies can be revised for success. The course draws on recent MIT Sloan research and lessons learned by companies that have grown out of the innovative ecosystem around MIT. Participants will be exposed to strategic thinking and tools beyond what is found in most traditional approaches to enterprise and product strategy.

**WHO SHOULD ATTEND:** leaders of corporate strategy and business development; leaders of product and service development, innovation, marketing, and research and development; leaders of application development and content management

**2014**
November 24–25

**2015**
March 17–18
June 16–17

**2 PROGRAM DAYS / $3,300**

**PROGRAM FACULTY:** Pierre Azoulay, Catherine Tucker

**PROGRAM RATING:** 3.8

In addition to adding credibility to my resume, I think earning an executive certificate from MIT has provided me with access to a solid network of very smart and experienced people. Today, I have open invitations to Denmark, India, Singapore, and Colombia—and the opportunity to network with high-quality people from all over the world. I draw on my experiences from MIT often. The executive education offered at MIT is world class and I’m thrilled that I made the commitment to become part of the MIT community.

Justin Hutchens
CEO and President
National Health Investors
USA

Strategy and Innovation Executive Certificate holder
Revitalizing Your Digital Business Model

This program helps executives prepare their companies for the challenges of doing business digitally. As the business world continues to grow in complexity, virtually every enterprise needs a digital business model that defines how to do business in a digital world by engaging customers, redesigning work, and exploiting internal and external capabilities. MIT Sloan has created frameworks to help enterprises define and build powerful business models that will help organizations compete in the global digital economy. This program illustrates the frameworks with examples from successful companies such as Amazon, Apple, USAA, and Procter & Gamble.

**WHO SHOULD ATTEND:** CIOs; COOs, executive vice presidents; vice presidents of operations; senior marketing and business development executives; senior project managers; IT leaders; innovation officers; product development managers; corporate planners; strategists; strategic planners

2014  
October 16–17

2015  
June 23–24  
October 13–14

2 PROGRAM DAYS / $3,300

**PROGRAM FACULTY:** Jeanne Ross, Peter Weill, Barbara Wixom, Stephanie Woerner

**PROGRAM RATING:** ★★★★★ | 4.6

Strategies for Sustainable Business

The issue of sustainability is one that affects all people and businesses. This program applies MIT frameworks of process improvement and system dynamics to the topic of sustainability in an effort to provide participants with practical strategies for manifesting consensus and change in their own businesses. Participants will discover tools to help evaluate organizations on the multiple dimensions of sustainability and also learn employment and research-driven approaches to sustainable business practices, such as fair trade and good working conditions.

**WHO SHOULD ATTEND:** general managers in global businesses who want a basic understanding of sustainability; NGO and government leaders who want to understand a business-centered but cross-sectoral perspective on sustainability; innovators for sustainability in private, public, NGO, and hybrid sectors who want to identify opportunities for innovation and assess the impact of their innovations on global sustainability

2014  
October 30–31

2 PROGRAM DAYS / $3,300

**PROGRAM FACULTY:** Donald Lessard, Eleanor Westney

**PROGRAM RATING:** ★★★★★ | 4.3

Strategy in a Global World

The global world is no longer simply a source of new markets; it is a source of innovation. Over the last few decades, global integration has become a strategic imperative. To survive and prosper today, companies must expand their focus beyond traditional views and develop a wider vision that encompasses aspects of being a global organization. This program explores how to build lasting success in a changing global marketplace and introduces concepts and frameworks used to understand the relevance, challenge, and management of global integration in multinational corporations.

**WHO SHOULD ATTEND:** CEOs; COOs; presidents; executive vice presidents; vice presidents of marketing and new venture development; heads of research and development, engineering, manufacturing, and IS; entrepreneurs; corporate managers and strategists; senior managers with strategic planning responsibility; venture capitalist managers; managers and entrepreneurs who manage multinational corporations or companies with international clients

2014  
October 30–31

3 PROGRAM DAYS / $4,300

**PROGRAM FACULTY:** Jason Jay, Roberto Rigobon, John Sterman, Zeynep Ton

**PROGRAM RATING:** ★★★★★★ | 5.0

TAKEAWAYS: Revitalizing Your Digital Business Model

In their studies, MIT Sloan Research Scientists Peter Weill and Stephanie Woerner suggest three ways to help executives think about how companies interact with their customers in the digital world:

- Focus on content, experience, or platform
- Know your competitive advantage
- Improve customer relationships

To read more about their research, check out the blog post at executive.mit.edu/blog
Understanding Global Markets: Macroeconomics for Executives

This three-day program introduces participants to some of the most important concepts in macroeconomics and international economics today. It is designed to help executives understand and predict the medium-to-long-run performance of economies in order to mitigate risk, develop growth plans, and make investment decisions, both locally and abroad. Participants will leave the course with a better understanding of the global economic environment. This program will address the dynamics of comparative advantage, sources of international conflict, and the varied responses of economies to crisis, as well as a more in-depth look at comparative advantages and crises in Europe and Asia (in addition to the U.S.).

**WHO SHOULD ATTEND:** C-level executives; general managers; business unit managers; vice presidents of finance, operations, human resources, marketing, and sales; strategic planning managers; consultants

2014
October 27–29

2015
March 25–27
June 1–3
October 21–23

3 PROGRAM DAYS / $4,300

**PROGRAM FACULTY:** Roberto Rigobon

**PROGRAM RATING:** ★★★★★ | 4.7

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**Strategies for Sustainable Business**

Cannot love this course more! The professors were so enthusiastic about their teaching, discussion and also their research. [There was] great interaction with students and the course also offered many opportunities for students to interact.

Alan Gong
President and CEO
WBG Internationals LLP
USA

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
Date Attended: Jul 7, 2014
Date Reviewed: Jul 15, 2014

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**Strategy in a Global World**

Some great concepts explained in a simple and straightforward manner.

Tom O’Reilly
CTO TEEAM Region
VCE Technologies
UAE

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
Date Attended: Mar 20, 2014
Date Reviewed: Mar 24, 2014
Developing a Leading Edge Operations Strategy

This course offers unique, MIT-developed approaches to operations strategy based on best-practice research conducted among the world’s leading companies. Drawing on real issues confronting manufacturing and service companies, the program provides strategic frameworks that help participants plan the most efficient use of material resources and manage complicated global networks to optimize service and quality. It offers an analytical view of operations and strategic insights into vertical integration, outsourcing, supplier management, process technologies, capacity and risk management, and global networks.

WHO SHOULD ATTEND: senior managers from manufacturing and service industries responsible for developing and executing operations strategy, including COOs; strategic planners; vice presidents of business strategy, operations, supply chain management, and product development; general managers; project managers

2014
November 4–5

2015
April 14–15
November 3–4

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Vivek Farias, Charles Fine, Donald Rosenfield, Zeynep Ton

PROGRAM RATING: ★★★★★ | 4.3

Essential IT for Non-IT Executives

This course helps organizations develop a language shared by managers from various backgrounds and areas of expertise, so they can work together efficiently and productively to understand and appreciate each other’s contribution to the organization’s success. The program is not meant to make an IT specialist out of every manager, but to make every manager confident in resolving IT issues and work with IT staff to make better decisions and deliver better process change. Ultimately, this course is about ways to design work processes that lead to future success.

WHO SHOULD ATTEND: line managers and corporate strategists who want a better handle on their role in IT oversight and management; nontechnical managers with IT responsibilities; IT managers seeking to gain a better perspective on how to work productively with senior executives

2014
November 13–14

2015
April 9–10
November 17–18

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Court Chilton, Jeanne Ross, George Westerman, Barbara Wixom

PROGRAM RATING: ★★★★★ | 4.4

Implementing Improvement Strategies: Practical Tools and Methods

This program helps executives understand how continuous improvement strategies, sustained over a long period of time, affect core business metrics and contribute to the success of organizations. The course equips managers with a fundamental understanding of how the work design—as well as their own approach to management—can be improved to deliver optimal business benefits. It provides participants with a framework for understanding what drives improvement and how it can be implemented in every function across the organization. Inspired by research on several leading companies, the program highlights principles and practices that have enabled several companies to consistently and significantly outperform their competitors.

WHO SHOULD ATTEND: executives, senior managers, and leaders from all industries and in all management functions

2014
November 20–21

2015
April 7–8
June 23–24
November 19–20

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Don Kieffer, Nelson Repenning

PROGRAM RATING: ★★★★★ | 4.7

TAKEAWAYS: Developing a Leading Edge Operations Strategy

MIT Sloan Adjunct Associate Professor Zeynep Ton says bad jobs make workers feel meaningless and contribute to a bad economy. Businesses can still be profitable while investing in their employees by implementing the good jobs strategy by:

- Offering fewer products to the consumer
- Standardizing tasks and empowering employees to make decisions that benefit customers
- Cross-training employees so they can perform multiple jobs
- Giving employees the time needed to do their jobs

Watch Ton’s recent webinar about the good jobs strategy at executive.mit.edu/webinars

PLEASE NOTE: All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of September 2014. Please visit executive.mit.edu for the most current information.
Managing Complex Technical Projects

This advanced project management course offers new ways of thinking to help managers modernize and improve their processes to make better products, faster. MIT’s innovative new solution, based on the design structure matrix (DSM), is devised to streamline complex projects by developing detailed models to understand the intricate interactions and iterative nature of design. The seminar enables participants to reduce the complexity involved in large projects by restructuring development procedures and manage large projects in a way that produces small-team results.

WHO SHOULD ATTEND: senior managers involved in complex product development and project management and others responsible for improving design and development procedures; vice presidents of engineering, manufacturing, and technology; directors of project management; managers of product and business development, engineering, and research and development; project leaders; chief product design and process development engineers; technology strategists

2014
November 11–12

2015
June 16–17
November 10–11

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Steven Eppinger

PROGRAM RATING: ★★★★★ | 4.4

Strategic Cost Analysis for Managers

In this course, participants learn to analyze the performance of projects and even of entire departments and divisions from a financial perspective. They gain a deeper understanding of how resources are allocated throughout an organization, and how to leverage cost analysis to position a particular project or department most advantageously, while having the numbers to support the position. The program is drawn from our popular and highly rated MBA courses on financial and managerial accounting.

WHO SHOULD ATTEND: senior managers from a wide range of consumer and business-to-business industries, including those from engineering, manufacturing, IT, and technology departments; division and department heads; directors of project management, product and business development, and research and development; chief project engineers; product design and process development engineers

2014
November 18–19

2015
March 31–April 1
November 12–13

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Jacob Cohen, Michelle Hanlon, Scott Keating, Christopher Noe, Sugata Roychowdhury, Joseph Weber

PROGRAM RATING: ★★★★★ | 4.3

Sloan programs have given me many invaluable insights that have helped me to demonstrate to executive leadership the importance of coordination, alignment, and the need to marry strategic and tactical thinking with new technologies and trends. The Executive Certificate in Technology, Operations, and Value Chain Management is pragmatic, relevant, applicable, and yet also cutting edge.

Brian Ahlborn
CEO
Nascent Consulting & Brokerage
USA

Technology, Operations, and Value Chain Management
Executive Certificate holder
Supply Chain Strategy and Management

This course presents innovative strategies and best practices for improving supply chain performance. It introduces a unique MIT framework, using the concept of technology clockspeed, for strategically managing supply chains in today’s rapidly changing markets. Participants learn to optimize supply chain performance through supply chain integration, technology sourcing, make-buy decisions, strategic partnering and outsourcing, and IT and decision-support systems. They will address the role of supply chain design in business strategy, forces that influence supply chain structure, and how to integrate supply chain design with product and process development.

WHO SHOULD ATTEND: senior managers responsible for the general business and strategic management of product supply and development, including vice presidents and directors of manufacturing, product development, transportation, logistics, inventory, and purchasing; general managers; strategic planners; supply chain managers; project managers

2014
November 6–7

2015
April 16–17
June 18–19
November 5–6

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Charles Fine, David Simchi-Levi

PROGRAM RATING: ★★★★★ | 4.2

Systematic Innovation of Products, Processes, and Services

This program blends perspectives of marketing, design, and engineering into a systematic approach for delivering innovation, presenting methods that can be put into immediate practice. It helps participants become systematic about innovation so they can create value for their businesses and customers. Participants discuss the product or service life cycle, from business strategy and technology roadmapping, to customer and market analysis, to implementation and pricing. The course addresses how to lead innovation processes in today’s globally connected market and build a business process that creates lasting value.

WHO SHOULD ATTEND: people responsible for creating and marketing new products, business processes, and services; vice presidents of product and service management, product planning; directors of technology, process engineering, product and service marketing and development, design, product engineering, process quality; managers of engineering, development, innovation, business development

2014
November 3–7

2015
November 16–20

5 PROGRAM DAYS / $8,500

PROGRAM FACULTY: Pierre Azoulay, Steven Eppinger, Ray Reagans, Catherine Tucker

PROGRAM RATING: ★★★★★ | 4.8

Outstanding in every respect!!! Professor Fine changed my thinking about managing in this area. My eyes were opened to the strategic implications involved. This course is not only important, it is vital in the environment of the modern manager.

Martin Walsh
Associate Professor
Lasell College and Northeastern University
USA

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★★
Date Attended: Apr 10, 2014
Date Reviewed: Apr 12, 2014
KENDALL SQUARE
where innovation and education meet

LOCATED ON THE BANKS of the Charles River in the heart of vibrant Kendall Square in Cambridge, Massachusetts, MIT Sloan School of Management has much to offer its visitors. Surrounded by renowned global corporations like Akamai Technologies, Amazon, Biogen Idec, Genzyme, Google, Microsoft, Novartis, and VMware, the area is the location for numerous tech and biotech companies, as well as other innovative business ventures.

IN ADDITION to the MIT campus, Kendall Square includes world-class office and laboratory space, as well as modern residential housing, an impressive array of restaurants, and retail shopping linked by two-and-a-half acres of landscaped open space. A mecca of dynamic innovation, Kendall Square is home to the Entrepreneur Walk of Fame, established by MIT to honor entrepreneurs who took a risk with an idea, launched it, and turned that idea into a successful venture.

VISITORS WILL FIND the Massachusetts Bay Transportation Authority (MBTA, a.k.a. “the T”) subway nearby. It is a quick ride across the river to Boston where visitors can enjoy a plethora of activities including world-class theater, musical performances, museums, and historical sites such as the Boston Common and Faneuil Hall Marketplace.

LOOKING FOR A DEGREE PROGRAM AT MIT?

MIT Sloan Fellows Program in Innovation and Global Leadership

This full-time, year-long, immersive program enrolls approximately 120 mid-career executives from more than two dozen nations. During this transformational year, a global network of colleagues is built from for-profit and non-profit multinational organizations, entrepreneurial endeavors, and governing bodies.

Learn more about the MIT Sloan Fellows Program at:
mitsloan.mit.edu/fellows
or call 617-253-8600

MIT Executive MBA

This rigorous, 20-month executive schedule MBA builds on MIT Sloan’s history of distinguished MBA programs and mid-career education. The classroom-based program is designed for active business leaders, usually with a decade or more of work experience, who seek to increase their capabilities and impact on their organizations and the world.

Learn more about the MIT Executive MBA at:
emba.mit.edu
or call 617-253-5033
WHY EMBARK ON AN MIT SLOAN CUSTOM PROGRAM EXPERIENCE?

The need for companies to learn, adapt, innovate, and change has never been greater. Corporations are struggling with the challenges of globalization, growth, new markets, innovation, and sustainability. In trying to address these issues, they are not sure where to turn for help. Because of the scope and complexity of these issues, conventional solutions might not be the answer. Sometimes, nothing short of a revolutionary change is needed to effect the necessary transformation.

CUSTOM PROGRAMS

Our custom programs are partnerships with some of the world’s most influential organizations, intended to enable companies to drive revolutionary change, take advantage of opportunities, and master their toughest challenges through innovation. While each MIT Sloan custom engagement is developed individually, they all are powered by three essential engines: dynamic partnerships, rigorous concepts and frameworks, and learning in action.

WHY EMBARK ON AN MIT SLOAN CUSTOM PROGRAM EXPERIENCE?

The organization’s top executives meet with a team of MIT Sloan senior faculty. Next, the organization shares its imperatives, culture, and purpose, partnering with MIT Sloan to tailor a program that addresses key challenges. Programs can last two days, three months, or a year—whatever is needed to achieve its objectives.

LEARNING IN ACTION

The fundamental nature of MIT’s relationship with industry is inscribed in our motto—Mens et Manus, mind and hand, knowledge and its practical application. This core principle drives everything MIT Sloan does, and its executive programs are no exception. In the custom programs, MIT Sloan employs a variety of approaches that closely examine immediate company issues, create an engaging learning experience, and lead to real outcomes for the company.
THE CUSTOM PROCESS: A NEW PERSPECTIVE

MIT Sloan approaches each custom engagement as a long-term, mutually productive relationship with companies that are interested in making fundamental, strategic changes in the way they do business. The benefits of this partnership:

- A dramatic evolution in perspectives
- An opportunity to discover new approaches to solving problems
- An ability to analyze new challenges
- A roadmap to embracing new ways to conduct business

As part of the custom process, MIT Sloan develops a unique program that maps to an organization’s specific challenges and employs core approaches that examine critical issues. Each program incorporates rigorous concepts and frameworks and unique learning-in-action methodologies—while exploring how to combine vital business skills and technical knowledge with innovative leadership training. This collaboration creates a dynamic learning experience that leads to significant, real-world results.

MIT SLOAN CUSTOM PROGRAMS: HIGH-YIELD BENEFITS

MIT Sloan offers companies a powerful and unique integration of knowledge and resources, as well as:

- Access to the world’s leading experts
- Cutting-edge frameworks, tools, concepts, and opportunities that turn innovation into practice
- Inspired collaborations that deliver key insights and offer new ways of thinking about complex issues
- Interdisciplinary approaches that integrate management with technology and science to meet organizational challenges
- Methodologies that increase the depth and breadth of learning, yielding real-world results
- A dedicated team that supports the program from inception through design to delivery
- Transformational results—executives who think strategically and lead collaboratively, with expanded perspectives, increased confidence, and a higher level of skill
IS AN MIT SLOAN CUSTOM PROGRAM THE RIGHT CHOICE?

How do you know if a custom engagement with MIT Sloan is appropriate for your organization? Our most successful corporate partnerships are built on aligned goals and shared dedication. If you are looking for a meaningful, lasting relationship that will bring real, actionable results to your company, please consider the following questions:

Is there a particular challenge to solve?

- While each program is built from the ground up with every new partner, the material is reflective of MIT Sloan faculty’s expertise and areas of research. Knowing the specific challenge that needs to be addressed assures that the right faculty will be involved from the start and the program material will be based on the most current research relevant to the situation.

Could this challenge be addressed efficiently in small teams?

- MIT Sloan integrates action learning projects into most of its programs. Can the organization’s situation be examined sufficiently during the five days a custom program generally requires?

Does the organization have an ideal timeframe for the program?

- Custom programs are led by MIT’s most senior faculty, all of whom are world-renowned researchers and widely sought after speakers and consultants. An approximate timetable will help ensure the program will be timely and efficient.

Who will serve as the executive sponsor?

- Each custom program is a collaboration, requiring considerable commitment from both sides. In its experience with past and current corporate partners, MIT Sloan has found that dedicated, senior-level leadership involvement throughout the program is essential to ensuring its success.

FOR MORE INFORMATION ABOUT DEVELOPING A CUSTOM PROGRAM, VISIT: EXECUTIVE.MIT.EDU/CUSTOMPROGRAMS OR CONTACT EXECED_CUSTOM@MIT.EDU
OPEN ENROLLMENT COURSES

In addition to custom programs, organizations can also send teams to any open enrollment course. MIT Sloan offers a variety of more than 30 two-day and longer programs to choose from.

Team Discounts

- Organizations sending three or more participants to any one of our open enrollment programs are eligible for a 15% discount. We hope that our team discount encourages companies to send teams of employees to attend a program together, enabling them to develop a shared language and common understanding of the program concepts and tools. Together they can apply their learning with greater impact in their organizations.

- Organizations sending at least 10 individuals in a given year to our various open enrollment programs may qualify for discounted pricing.

Multiple Program Registration Discount

- Individuals registering at one time for more than one program receive 15% off each additional program. All program registrations must be submitted via a single application form.

FOR MORE INFORMATION ON OPEN ENROLLMENT PROGRAMS, VISIT: EXECUTIVE.MIT.EDU/OPENENROLLMENT OR CONTACT SLOANEEXECED@MIT.EDU

CUSTOM PROGRAM SUCCESS STORY: The Fung Group

The Hong Kong-based global sourcing and purchasing giant needed to establish and reinforce a shared business culture across multinational operations. MIT Sloan developed a custom program—held both on campus and in Hong Kong—that gave the company’s senior managers an opportunity to collectively learn the tools and principles necessary to improve its strategy and operation practices across the enterprise. Chairman Victor K. Fung (MIT SM ’66) believes that the ongoing, large-scale custom executive education program with MIT Sloan is a cornerstone of the organization’s efforts to excel as a learning organization.
Next Steps

**CONNECT WITH US**

VISIT OUR WEBSITE for more details on individual programs and MIT Sloan Executive Education: [executive.mit.edu](http://executive.mit.edu)

CREATE OR LOGIN TO YOUR ACCOUNT to check your certificate status, add reviews, and apply to new programs: [executive.mit.edu/login](http://executive.mit.edu/login)

EMAIL US if you don’t find an answer to your question on our website: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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**WHAT’S NEW**

MIT Sloan Executive Education will be adding several new programs to our open enrollment portfolio in 2015. Visit [executive.mit.edu/new](http://executive.mit.edu/new) to find out more.

**FIND THE PROGRAM THAT’S RIGHT FOR YOU**

We’ve made planning easy. Use the following tools to search for courses that fit your interests, schedule, or certificate track.

- **PROGRAM GUIDE**
  Download the latest program guide: [executive.mit.edu/program-guide](http://executive.mit.edu/program-guide)

- **PROGRAM FINDER**
  Use our selection tool to search for courses that fit your interests, schedule, or certificate track: [executive.mit.edu/program-finder](http://executive.mit.edu/program-finder)

- **ONLINE PROGRAM CALENDAR**
  [executive.mit.edu/calendar](http://executive.mit.edu/calendar)

- **SAMPLE Executive Certificate Track Schedules**: [executive.mit.edu/certsamples](http://executive.mit.edu/certsamples)

- **SAMPLE ACE Certificate Schedules**: [executive.mit.edu/ace](http://executive.mit.edu/ace)

- **RATINGS and REVIEWS**
  View candid, unfiltered participant feedback on each program webpage under the “Reviews” tab at [executive.mit.edu](http://executive.mit.edu)

- **NEW PROGRAMS**
  [executive.mit.edu/new](http://executive.mit.edu/new)

**DID YOU KNOW?**

WE OFFER PROGRAM DISCOUNTS
Register for more than one course and take advantage of our multi-program registration discount: [executive.mit.edu/multireg](http://executive.mit.edu/multireg)

YOU CAN APPLY ONLINE
Enroll in our upcoming courses and Executive Certificate tracks via our secure online application form: [executive.mit.edu/enroll](http://executive.mit.edu/enroll)

FAQ for Open Enrollment Programs and Executive Certificates: [executive.mit.edu/faq](http://executive.mit.edu/faq)
Discover who takes executive education courses at MIT Sloan

Here’s a look at some of the executives you’ll meet and have an opportunity to network with in our open enrollment and certificate programs.

**The Company That You Keep**

- **Manufacturing - Non Tech**: 17%
- **Manufacturing - Tech**: 14%
- **Banking/Financial Services**: 10%
- **Government/Military**: 8%
- **Pharmaceuticals/Chemicals**: 7%
- **Information/Computer-Related**: 7%
- **Education**: 4%
- **Management Consulting**: 4%
- **Oil/Gas**: 4%
- **Engineering**: 3%
- **Telecommunications**: 3%
- **Healthcare/Hospitals**: 2%
- **Non-Profit**: 2%
- **Scientific/Technical Services**: 2%
- **Hospitality/Entertainment**: 1%

**Industry**

- **Technology/IT**: 13%
- **Strategy/Planning**: 11%
- **Administration/HR**: 4%
- **Marketing/Communications**: 6%
- **Engineering**: 4%
- **Research & Development**: 8%
- **Business Development/SALES**: 7%
- **Product Design & Development**: 4%

**Job Function**

- **General Management**: 12%
- **Project Management**: 4%
- **Finance/Accounting**: 3%
- **Consulting**: 5%
- **New Ventures**: 1%
- **Supply Chain/Sourcing/Logistics**: 4%
- **Manufacturing/Operations**: 4%
- **Academia/Teaching**: 1%
- **Strategy/Planning**: 6%
- **Administration/HR**: 4%
- **Legal/Regulatory Affairs**: 1%
- **Marketing/Communications**: 4%
- **Engineering**: 13%
- **Research & Development**: 7%
# Technology, Operations, and Value Chain Management

<table>
<thead>
<tr>
<th>Program</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td>Developing a Leading Edge Operations Strategy</td>
<td>4–5</td>
</tr>
<tr>
<td>Essential IT for Non-IT Executives</td>
<td>13–14</td>
</tr>
<tr>
<td>Implementing Improvement Strategies: Practical Tools and Methods</td>
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<tr>
<td><strong>Executive Program in General Management (EPGM)</strong></td>
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<tr>
<td></td>
<td><strong>NEW</strong></td>
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# Management and Leadership

<table>
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<tr>
<th>Program</th>
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</thead>
<tbody>
<tr>
<td>Advanced Management Program (AMP)</td>
<td>26–26</td>
</tr>
<tr>
<td>Big Data 4Dx: Making Complex Things Simpler – online – 2015 DATES TBD</td>
<td></td>
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<tr>
<td>Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems</td>
<td>8–12</td>
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<tr>
<td>Communication and Persuasion in the Digital Age NEW</td>
<td>27–28</td>
</tr>
<tr>
<td>Creating High Velocity Organizations</td>
<td>30–31</td>
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<tr>
<td>Entrepreneurship Development Program</td>
<td>25–30</td>
</tr>
<tr>
<td>Essential Law for Entrepreneurs in Innovation-Driven Startups and Growth Companies (4Dx) online NEW</td>
<td>11–16</td>
</tr>
<tr>
<td>Essential Law for Executives: The MIT Advantage</td>
<td>20–21</td>
</tr>
<tr>
<td>Fundamentals of Finance for the Technical Executive</td>
<td>26–27</td>
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<tr>
<td>Global Executive Academy (multi-language)</td>
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<td></td>
<td>8–17</td>
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<tr>
<td>Intelligent Organizations: Collaboration and the Future of Work</td>
<td>21–22</td>
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<tr>
<td>Leading Change in Complex Organizations</td>
<td>17–22</td>
</tr>
<tr>
<td>Managing Technical Professionals and Organizations</td>
<td>4–5</td>
</tr>
<tr>
<td>Maximizing Your Personal Productivity NEW</td>
<td>13–14</td>
</tr>
<tr>
<td>MIT Regional Entrepreneurship Acceleration Program (REAP)</td>
<td>February 26, 2014 to February 28, 2016</td>
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<tr>
<td>Negotiation for Executives</td>
<td>28–29</td>
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<tr>
<td>Neuroscience for Leadership NEW</td>
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<td>Strategic Marketing for the Technical Executive</td>
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<td>Transforming Your Leadership Strategy</td>
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<td>Understanding and Solving Complex Business Problems</td>
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<td><strong>Strategy and Innovation</strong></td>
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<td>Building Game-Changing Organizations: Aligning Purpose, Performance, and People NEW</td>
<td>14–15</td>
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<td>Building, Leading, and Sustaining the Innovative Organization</td>
<td>23–24</td>
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<td>Developing and Managing a Successful Technology and Product Strategy</td>
<td>23–24</td>
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<tr>
<td>Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain</td>
<td>15–20</td>
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<tr>
<td>Platform Strategy: Building and Thriving in a Vibrant Ecosystem NEW</td>
<td>24–25</td>
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<tr>
<td>Revitalizing Your Digital Business Model</td>
<td>16–17</td>
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<td>Strategies for Sustainable Business</td>
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<td>Strategy in a Global World</td>
<td>30–31</td>
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<td>Understanding Global Markets: Macroeconomics for Executives</td>
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All program dates and faculty are subject to change. Please visit executive.mit.edu for the most current information.