DISRUPT. INVENT. TRANSFORM.

executive.mit.edu
MIT Sloan Executive Education programs are designed to help leaders rethink the way they do business. Thousands of executives from around the world come here each year to learn both the **art and science of innovation**—as well as to learn how to **invent** meaningful solutions, **disrupt** industries, and **transform** the way they do business.

Our world-renowned faculty share decades of research and demonstrate the data that powers their breakthrough ideas. Our participants learn groundbreaking strategies through hands-on classroom activities, real-world case studies, and visits to innovative companies that put these concepts into practice. Together, their efforts have had a profound impact on the world—whether through their leadership achievements, entrepreneurial endeavors, or pioneering business accomplishments.

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*According to the “Entrepreneurship and Innovation at MIT Continuing Global Growth and Impact” study*
At MIT Sloan Executive Education, we are privileged to meet with leaders from around the world who come to take part in the culture of innovation here at MIT. From these global executives, we learn about the critical business challenges they face and anticipate each day—and these discoveries inform our curriculum, as well as our approach to executive learning.

We are proud to offer programs that present bold new business models, share the latest breakthroughs in areas like neuroscience and its application to leadership, and help participants spark disruptive innovation in their companies and industries. Through our short courses, executive certificates, custom programs, and progressive virtual classrooms, we help executives rethink the way they do business, and discover the new levels of leadership to which they aspire. In turn, our global participants allow us to play a meaningful role in revolutionizing the way business gets done. The end result has a profound effect on the world around us.

With this new program guide, we are excited to share our latest innovations in executive education and the science of management. We thank our vibrant network of global leaders for the impact they have on us, on each other, in the classroom, and in the world.

Sincerely,

Peter Hirst

Associate Dean, Executive Education
<table>
<thead>
<tr>
<th>PAGE</th>
<th>PROGRAM NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Advanced Management Program</td>
</tr>
<tr>
<td>13</td>
<td>Business Dynamics: MIT's Approach to Diagnosing and Solving Complex Business Problems</td>
</tr>
<tr>
<td>13</td>
<td>Communication and Persuasion in the Digital Age</td>
</tr>
<tr>
<td>13</td>
<td>Creating High Velocity Organizations</td>
</tr>
<tr>
<td>14</td>
<td>Entrepreneurship Development Program</td>
</tr>
<tr>
<td>20</td>
<td>Executive Program in General Management</td>
</tr>
<tr>
<td>15</td>
<td>Fundamentals of Finance for the Technical Executive</td>
</tr>
<tr>
<td>15</td>
<td>Global Executive Academy (multi-language)</td>
</tr>
<tr>
<td>15</td>
<td>Greater Boston Executive Program</td>
</tr>
<tr>
<td>16</td>
<td>Innovation and Images; Exploring the Intersections of Leadership and Photography</td>
</tr>
<tr>
<td>16</td>
<td>Intelligent Organizations 4Dx (online)</td>
</tr>
<tr>
<td>16</td>
<td>Investment Management Theory and Practice: A CIMA® Certification Registered Education Program (online)</td>
</tr>
<tr>
<td>17</td>
<td>Leading Change in Complex Organizations</td>
</tr>
<tr>
<td>17</td>
<td>Managing Technical Professionals and Organizations</td>
</tr>
<tr>
<td>17</td>
<td>Marketing Innovation</td>
</tr>
<tr>
<td>17</td>
<td>Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive</td>
</tr>
<tr>
<td>18</td>
<td>MIT Regional Entrepreneurship Acceleration Program</td>
</tr>
<tr>
<td>19</td>
<td>Negotiation for Executives</td>
</tr>
<tr>
<td>19</td>
<td>Neuroscience for Leadership</td>
</tr>
<tr>
<td>19</td>
<td>Transforming Your Leadership Strategy</td>
</tr>
<tr>
<td>20</td>
<td>Understanding and Solving Complex Business Problems</td>
</tr>
<tr>
<td>21</td>
<td>Building Game-Changing Organizations: Aligning Purpose, Performance, and People</td>
</tr>
<tr>
<td>21</td>
<td>Building, Leading, and Sustaining the Innovative Organization</td>
</tr>
<tr>
<td>21</td>
<td>Closing the Gap Between Strategy and Execution</td>
</tr>
<tr>
<td>22</td>
<td>Developing and Managing a Successful Technology and Product Strategy</td>
</tr>
<tr>
<td>22</td>
<td>Digital Marketing and Social Media Analytics</td>
</tr>
<tr>
<td>23</td>
<td>Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain</td>
</tr>
<tr>
<td>23</td>
<td>The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation</td>
</tr>
<tr>
<td>29</td>
<td>Leadership by Design: Innovation Process and Culture</td>
</tr>
<tr>
<td>29</td>
<td>Platform Strategy: Building and Thriving in a Vibrant Ecosystem</td>
</tr>
<tr>
<td>29</td>
<td>Pricing Strategy and Tactics 4Dx (live online)</td>
</tr>
<tr>
<td>24</td>
<td>Revitalizing Your Digital Business Model</td>
</tr>
<tr>
<td>24</td>
<td>Strategies for Sustainable Business</td>
</tr>
<tr>
<td>25</td>
<td>Strategy in a Global World</td>
</tr>
<tr>
<td>25</td>
<td>Understanding Global Markets: Macroeconomics for Executives</td>
</tr>
<tr>
<td>26</td>
<td>Essential IT for Non-IT Executives</td>
</tr>
<tr>
<td>26</td>
<td>Implementing Improvement Strategies: Dynamic Work Design</td>
</tr>
<tr>
<td>27</td>
<td>Managing Complex Technical Projects</td>
</tr>
<tr>
<td>27</td>
<td>Managing Product Platforms: Delivering Variety and Realizing Synergies</td>
</tr>
<tr>
<td>27</td>
<td>Strategic Cost Analysis for Managers</td>
</tr>
<tr>
<td>28</td>
<td>Supply Chain Strategy and Management</td>
</tr>
<tr>
<td>28</td>
<td>Systematic Innovation of Products, Processes, and Services</td>
</tr>
</tbody>
</table>
MIT Sloan School of Management has always been ahead of the curve, providing executives the tools they need to drive innovation and invent the future. From option pricing theory to system dynamics to collective intelligence, MIT Sloan’s contributions have been nothing short of groundbreaking and continue to define management education across the globe. The School’s innovative, inventive, and entrepreneurial focus has fostered internationally respected faculty who are recognized as pioneers in their fields. They are driven by data and proven research, yet unconventional and confident in their pursuit of business challenges and opportunities.

Our focused interdisciplinary approach influences all of our program material. It integrates management with science and technology, cultivates extraordinary interactions, and combines razor-sharp insights with practical lessons for immediate, real-world applications. Our dynamic learning environment encourages meaningful connections and promotes networking opportunities that extend well beyond the classroom.
Since its founding, MIT Sloan School of Management has led with a purposeful mindset, taken intelligent risks, and challenged conventional thinking. We are the rule breakers who embrace intellectual discovery, the renegades who simplify complexity, and the rebels who pursue disruptive innovation. In short, we invent new possibilities and create new opportunities.

Today, MIT Sloan is not only at the forefront of executive education—we define it and continue to introduce revolutionary innovations and ideas to the world. Innovations like interactive virtual classrooms, multi-language courses, and unparalleled leadership programs that address critical issues and resonate with executives throughout the world.

Distinguished Innovations

IDEAS-Indonesia—a leadership program that brings together leaders from the private, government, and community sectors to address Indonesia’s complex conservation, education, and business challenges

Global Executive Academy—a dynamic program that is delivered “United Nations” style—with simultaneous translation in multiple languages—bringing MIT content to the non-English speaking world

Leadership Initiative for Haitian Cabinet—a pioneering program in which Haitian officials learned concepts and tools they applied to real-world challenges, such as poverty-alleviation, economic regeneration, and rebuilding Haiti after the 2010 Earthquake

MIT Regional Entrepreneurship Acceleration Program (REAP)—a multi-year program that educates teams in the development and execution of acceleration strategy and focuses on entrepreneurial activity to enhance economic development and job creation
DISCOVER WHO TAKES EXECUTIVE EDUCATION COURSES AT MIT SLOAN

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

### JOB FUNCTION

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Technology / IT</td>
<td>13%</td>
</tr>
<tr>
<td>General Management</td>
<td>12%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>6%</td>
</tr>
<tr>
<td>Product Design and Development</td>
<td>3%</td>
</tr>
<tr>
<td>Consulting</td>
<td>5%</td>
</tr>
<tr>
<td>Strategy / Planning</td>
<td>5%</td>
</tr>
<tr>
<td>Finance / Accounting</td>
<td>4%</td>
</tr>
<tr>
<td>Supply Chain / Sourcing / Logistics</td>
<td>4%</td>
</tr>
<tr>
<td>Innovation</td>
<td>3%</td>
</tr>
<tr>
<td>Engineering</td>
<td>6%</td>
</tr>
<tr>
<td>Administration / HR</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
</tr>
<tr>
<td>New Ventures</td>
<td>1%</td>
</tr>
<tr>
<td>Legal / Regulatory Affairs</td>
<td>1%</td>
</tr>
<tr>
<td>Manufacturing / Operations</td>
<td>4%</td>
</tr>
<tr>
<td>Marketing / Communications</td>
<td>3%</td>
</tr>
<tr>
<td>Academia / Teaching</td>
<td>1%</td>
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### INDUSTRY

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Manufacturing - Tech</td>
<td>18%</td>
</tr>
<tr>
<td>Manufacturing - Non Tech</td>
<td>12%</td>
</tr>
<tr>
<td>Banking / Financial Services</td>
<td>10%</td>
</tr>
<tr>
<td>Information / Computer-Related</td>
<td>7%</td>
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<tr>
<td>Government / Military</td>
<td>6%</td>
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<tr>
<td>Pharmaceuticals / Chemicals</td>
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<tr>
<td>Professional Services</td>
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<tr>
<td>Engineering / Technical Services</td>
<td>6%</td>
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<tr>
<td>Education</td>
<td>4%</td>
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<tr>
<td>Natural Resources</td>
<td>4%</td>
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<tr>
<td>Healthcare / Hospitals</td>
<td>3%</td>
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<tr>
<td>Non-Profit</td>
<td>2%</td>
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<tr>
<td>Construction / Real Estate</td>
<td>2%</td>
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<tr>
<td>Wholesale / Retail</td>
<td>2%</td>
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<tr>
<td>Other</td>
<td>1%</td>
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### GEOGRAPHY

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>North America</td>
<td>63%</td>
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<tr>
<td>Europe</td>
<td>13%</td>
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<tr>
<td>Middle East</td>
<td>4%</td>
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<tr>
<td>Asia</td>
<td>8%</td>
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<tr>
<td>South America</td>
<td>8%</td>
</tr>
<tr>
<td>Africa</td>
<td>3%</td>
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<tr>
<td>Australia / New Zealand</td>
<td>1%</td>
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INVENT THE FUTURE. START WITH YOURS.
As an executive, you need to be on top of your game and ahead of the crowd. Way ahead. Whether you’re deeply involved in running a business, pivoting into a management position, or faced with tough competitors, you’re not about to shy away from challenges. You need to outsmart time, outsmart change, and outsmart convention. We get it. And that’s exactly what we’ve built our executive education programs around. Through our mix of open enrollment courses, online offerings, and executive certificate programs, MIT Sloan Executive Education can help you do just that—reinvent your organization, yourself, and, ultimately, your future.

Open Enrollment Programs:
Knowledge Executives Can Use, Immediately
Our 40+ short courses distill key areas of leadership theory into practical tools that can be applied to immediate business challenges—or used to uncover the opportunities that haven’t been identified yet. Our long tradition of merging theory with practice is the competitive advantage upon which MIT was built, and is the very foundation on which it continues to grow. Executives from around the world come to MIT Sloan to prepare for new roles, gain critical and timely business insights, and learn about cutting-edge methods and frameworks. executive.mit.edu/openenrollment

Executive Certificates:
Committed to Continuous Learning
At MIT Sloan, wide and deep aren’t mutually exclusive. Our three topical tracks offer access to broad and specialized coursework for a truly customized experience. Pursuing an Executive Certificate allows professionals to embrace continuous advanced learning that will further their business knowledge and skills on a convenient, flexible schedule of their own design. executive.mit.edu/executivecertificates

Online Options:
Making Virtual a Reality
Participants now can engage in ground-breaking online programs. Unlike traditional online courses that can be passive, one-way conversations, our digital programs take place in immersive virtual classrooms that provide real-time interaction among faculty and global participants utilizing avatars and advanced technology. executive.mit.edu/article/online-programs

All of our programs are taught by respected MIT Sloan faculty who challenge traditional thinking and approach problems from refreshing perspectives. Each of our course options reflect MIT Sloan’s core mission—

TO DEVELOP PRINCIPLED, INNOVATIVE LEADERS AND TO GENERATE IDEAS THAT ADVANCE MANAGEMENT PRACTICE.
BIG IDEAS IN PRACTICE

OUR FACULTY REDEFINE BUSINESS INTELLIGENCE

Across MIT, some of the world’s most audacious thinkers are launching change. They are the MIT Sloan Executive Education faculty. Their innovations and inventions reverberate throughout boardrooms, classrooms, and living rooms around the globe. Our participants embrace the opportunity to be close to these experts—as well as among them—in order to take advantage of the tools and methods learned to navigate the business challenges they face every day.

The reputation of our esteemed faculty 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 with thought leaders such as:

**DEBORAH ANCONA**
**TOM MALONE**
**WANDA ORLIKOWSKI**
**PETER SENGE**

Developed the 4 Capabilities Leadership Framework (FCF)

**JOHN STERMAN**

A legend in the field of system dynamics who pioneered the development of “management flight simulators” of corporate and economic systems

**ERIC VON HIPPEL**

Known for his research on how lead users of products often drive the innovations of these successful new products

**STEVEN EPPINGER**

A trailblazer in the development of the widely used Design Structure Matrix (DSM) method for managing complex system design, applied primarily in the automotive, electronics, aerospace, and equipment industries

Breakthrough concepts and methods based on leading-edge, data-driven management research that is grounded in analytical thinking are the hallmarks of our executive education programs.
DEBORAH ANCONA
Seley Distinguished Professor of Management, Professor of Organization Studies, & Faculty Director, MIT Leadership Center

“One of the most thought provoking, extremely well delivered courses I have ever attended in my career. Prof. Deborah Ancona exceeded every expectation I had from the beginning of day one!”

Sean O’Connell, Director of IT, Kelmar Associates
Past participant in Transforming Your Leadership Strategy

SINAN ARAL
David Austin Professor of Management, Associate Professor of Information Technology and Marketing

“Excellent program. Sinan is very knowledgeable about the topic. He injects a healthy dose of science and theory to back his advocated approach of practice. I highly recommend this course to executives in all disciplines as it touches an area that has become so pervasive in our lives: mobile, social and digital.”

Wael Doukmak, Director, Ooredoo
Past participant in Digital Marketing and Social Media Analytics

JARED CURHAN
Sloan Distinguished Associate Professor of Organization Studies

“Hands down, this is the best course I’ve done so far. Jared as a teacher is extraordinary. Insightful, talented, extremely knowledgeable and very funny. His teaching methods are perfect, the content is excellent, and what he’s expecting from you is very, very clear. I am absolutely delighted with what I’ve learned and can go on to use.”

Sandra Davey, Non-Executive Director, CHOICE (Australian Consumers Association)
Past participant in Negotiation for Executives

DOUG READY
MIT Sloan Senior Lecturer

“Doug’s thoughtful approach, insight, experience and engaging style—on top of the course content and guest speakers—really helps you understand that—while the models are simple on the face of it—the application of them and the ability to be great—instead of good, are extremely difficult. To be game-changing requires a shift in your point of view on what that is, and how to get there. I highly recommend this course.”

David Hendry, Managing Director, Catch 33
Past participant in Building Game-Changing Organizations: Aligning Purpose, Performance, and People
EXECUTIVE CERTIFICATES

In the pursuit of advanced learning, executives must consider the ROI—return on impact—or what they’ll gain in the process. While an Executive Certificate at MIT is a formal recognition of professional development and a commitment to continuous learning, at the same time, it allows executives to focus their development on a set of competencies that can be applied to the real world. Certificates are offered in three tracks that tailor education plans to meet specific interests and business goals.

TO QUALIFY
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.

IT’S AS EASY AS 1-2-3
1. Select your timeframe: from 2 weeks up to 4 years
2. Choose your track: Management and Leadership; Strategy and Innovation; or Technology, Operations, and Value Chain Management
3. Pick 4 courses with at least 3 in your chosen track

Management and Leadership
This track is an ideal option for technical executives who seek to enhance their general management and leadership skills to become confident, visionary leaders who are prepared to tackle challenging issues in a dynamic, complex environment. The curriculum focuses on core business competencies including marketing, finance, negotiations, change management, and systems thinking, offering cutting-edge solutions to problems that executives face every day.

SAMPLE CERTIFICATE PLAN
- Transforming Your Leadership Strategy
- Neuroscience for Leadership
- Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive
- Negotiation for Executives

Strategy and Innovation
MIT Sloan is world renowned for the development and advancement of bold management methods and practices that address critical business issues in innovation. Participants in this track will examine cutting-edge strategic approaches and tools for managing products, technology, and an innovative company culture—as well as how to incorporate forward-looking digital strategies to enhance organizational success.

SAMPLE CERTIFICATE PLAN
- Revitalizing Your Digital Business Model
- Digital Marketing and Social Media Analytics
- Communication and Persuasion in the Digital Age
- Building, Leading, and Sustaining the Innovative Organization

Technology, Operations, and Value Chain Management
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. Programs in this track offer nontechnical executives and tech-savvy managers an opportunity to discover how to recognize, manage, and profit from the significant ways in which rapidly evolving technology and global networks transform an organization.

SAMPLE CERTIFICATE PLAN
- Supply Chain Strategy and Management
- Managing Complex Technical Projects
- Managing Product Platforms: Delivering Variety and Realizing Synergies
- Managing Technical Professionals and Organizations

The cost of an Executive Certificate depends on the specific courses selected.

SEE MORE SAMPLE CERTIFICATE IN ONE SHORT VISIT PLANS: executive.mit.edu/certsamples

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 February 2016. Please visit executive.mit.edu for the most current information.
AMP is a month-long senior executive program designed for a select group of executives who want to create and sustain a learning community. Participants will acquire new frameworks and skills, be exposed to world-class faculty and their research, make connections with colleagues who share similar experiences, and develop an expanded sense of themselves as enterprise leaders.

An intense, transformative learning experience, this program will deepen the ability of experienced executives to make significant and systemic changes in their companies and the world. In addition, 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 direct responsibility for profit/loss; senior executives with 15–20 years work experience across several different functional and business lines and significant international exposure; fluency in written and spoken English; a graduate degree

2016
May 31 – July 1

2017
May 30 – June 30

25 PROGRAM DAYS / $62,500 INCLUDING ACCOMMODATIONS

Limited to 35 participants

PROGRAM FACULTY: Pierre Azoulay, David Breashears, Phil Budden, Vladimir Bulovic, Court Chilton, Jake Cohen, Joseph Coughlin, Steven Eppinger, Roberto Fernandez, Hai Gregersen, Charles Kiefer, Mathew Kressy, Douglas Ready, Nelson Repenning, Roberto Rigobon, Jeanne Ross, Ben Shields, Catherine Tucker, Ezra Zuckerman

PROGRAM RATING: ★★★★★ | 4.8
MANAGEMENT AND LEADERSHIP

Programs in this track focus on general management and leadership skills for executives who strive to become more effective leaders in a dynamic business world.

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

This course provides a hands-on introduction to system dynamics, a unique framework for understanding and managing complex organizations. The field of system dynamics and the systems thinking technologies that underlie this course were invented and developed at MIT. Participants are introduced to 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

2016
June 20–24

2017
June 19–23

5 PROGRAM DAYS / $8,700

PROGRAM FACULTY: David Miller, Mark Paich, Nelson Repenning, John Sterman

PROGRAM RATING: ★★★★★ | 4.7

Communication and Persuasion in the Digital Age

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 become successful communicators in any context—from public speeches, interpersonal meetings, and group discussions to video conferencing, email, and social media. The faculty draw on decades of advanced communication research to help participants solve problems, make quality decisions, and motivate people.

WHO SHOULD ATTEND: people in sales and marketing; planning and development; operations management; strategic partnerships; supply-chain agreements; recruitment and human resources

2016
March 24–25
June 21–22
October 11–12

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Edward Schiappa, JoAnne Yates

PROGRAM RATING: ★★★★★ | 4.2

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 four fundamental principles by which accelerated performance is achieved: smart work design, creative problem solving, continuous knowledge sharing, and systemic nurturing of discovery skills. Program materials and in-class exercises demonstrate those principles in practice, allowing participants to test how they 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. For the highest impact we recommend participants attend in groups.

2016
March 14–15
June 8–9
October 19–20

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Roberto Fernandez, Steve Spear

PROGRAM RATING: ★★★★★ | 4.3

“Culture eats strategy for breakfast, operational excellence for lunch, and everything else for dinner.”
— Bill Aulet in The Huffington Post

To read the full article, go to executive.mit.edu/Aulet-Huffington-Post
Entrepreneurship Development Program

Drawing from the vast culture of innovation and entrepreneurship at MIT, this course introduces participants to MIT’s entrepreneurial education programs, technology transfer system, and global entrepreneurial network. The program covers the venture creation process, from generating ideas to building viable global businesses, with an emphasis on the nurturing roles of corporations, universities, governments, and foundations. It helps entrepreneurs and executives involved in entrepreneurial environments learn what is needed to develop ideas into successful businesses, and how to increase entrepreneurial opportunities in 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

2017
January 22–27

5 Program Days / $10,500

Program Faculty: William Aulet, Christian Catalini, Elaine Chen, Matt Marx, Fiona Murray, Katie Rae, Scott Stern, Catherine Tucker

Program Rating: ★★★★★ | 4.9

Fundamentals of Finance for the Technical Executive

Today’s technical executives 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. With a focus on basic financial principles for project evaluation, funding, and resource allocation, this course is designed to provide senior technical managers with the concepts, strategies, and tools needed to deal effectively with corporate finance and senior management. Participants learn how to apply a financial perspective to day-to-day management practices and the principles of finance to achieve 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

2016
June 23–24
October 4–5

2 Program Days / $3,300

Program Faculty: Paul Mende

Program Rating: ★★★★★ | 4.3

“Course programs and interactions are structured in a way that create a vivid simulation of real-world challenges where you face yourself, befriend your weaknesses, grow from them and help others do the same. I would definitely recommend this program to anyone who wants to be seen as a leader ...”

Sidita Hasi
FedEx
Project Leader
U.S.
Management and Leadership Executive Certificate holder

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 February 2016. Please visit executive.mit.edu for the most current information.
Global Executive Academy (multi-language)

This program is a transformative learning experience designed to fit the time and language constraints of mid-level global executives and high-potential leaders. Redesigned for 2016, the program provides a broad cross-section of content spanning leadership, innovation, organizational strategy, systems thinking, marketing, communications, finance, and more. It offers translation and simultaneous interpretation into Mandarin, Portuguese, and Spanish. Upon completing the program, participants 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

2016
July 12–21

8 PROGRAM DAYS / $14,900

PROGRAM FACULTY: Jake Cohen, Jared Curhan, Roberto Fernandez, Kristin Forbes, Daena Giardella, Andrew Jones, Ralph Katz, Wanda Orlikowski, Jay Paap, Rob Salafia, Edward Schiappa, Ben Shields, Steve Spear

PROGRAM RATING: ★★★★★ | 4.8

Greater Boston Executive Program

This intensive, eight-week program provides executives with frameworks for thinking about and coping with the management of human resources, organizational change, strategic planning, and decision-making. It combines the benefits of seminar discussions among representatives from Greater Boston companies in a formal advanced management course, and prepares professionals for executive leadership. Participants learn how to apply behavioral science to build stronger organizations, lead change, organize for innovation, and manage a technical workforce.

WHO SHOULD ATTEND: high-potential, middle-level managers; functional specialists who want a broader perspective on critical management issues; executives of small and mid-sized firms without a recent MBA; executives unable to attend a full-time program

2016
March 7 – April 25

8 PROGRAM DAYS / $10,000

Held on eight consecutive Mondays 9:00 a.m. – 5:00 p.m. U.S. Eastern Time
Limited to 35 participants

Participants who complete the program will receive a GBEP certificate and an MIT Sloan Executive Education Certificate in Management and Leadership

PROGRAM FACULTY: Emilio Castilla, Wanda Orlikowski, John Van Maanen

PROGRAM RATING: ★★★★★☆ | 4.0

Innovation and Images: Exploring the Intersections of Leadership and Photography

This program explores the intersections of leadership and photography to help executives reframe business challenges, rework leadership style, and gain more powerful modes of inquiry. Photographing the world can help expand observation skills and encourage experimentation with new ways of doing things. Becoming a better photographer can unlock the capacity to ask the right questions—ones that lead to innovation and transformative change—offering valuable new insights and solutions that form the very essence of creative leadership.

WHO SHOULD ATTEND: those with senior executive experience (current or past) and moderate to advanced photography skills, as well as a digital camera and laptop; a working knowledge of photo editing software and the ability to download images from a camera

2016
October 3–5

3 PROGRAM DAYS / $4,500

PROGRAM FACULTY: Sam Abell, Hal Gregersen

PROGRAM RATING: ★★★★★ | 5.0

“...In talking with some of the most innovative people in business, including Jeff Bezos, Marc Benioff, and A.G. Lafley, I’ve found that they have in common the capacity to ask the right questions. While interviewing them, they typically asked me more questions than I asked them. Fueled by continuous curiosity, these leaders define clear objectives, identify potential opportunities, and create more focused plans to reach a goal.” — Hal Gregersen in Bloomberg Business

To read the full article, go to executive.mit.edu/Gregersen-Bloomberg
Intelligent Organizations
4Dx (live online)

This course is conducted in an immersive environment that enables participants to interact in real time with peers and faculty through avatars in virtual classrooms. The course illustrates how people and computers can be connected in new ways so that collectively they act more intelligently than any person, group, or computer has done previously. It is designed to help executives understand how to create a competitive advantage by harnessing organizational approaches made possible by the latest communications technologies.

WHO SHOULD ATTEND: CEOs, senior executives, and managers 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

2016
April 26 – May 31

2 PROGRAM DAYS / $3,300
ONLINE PROGRAM
Held on consecutive Tuesdays from 11:00 a.m. – 1:00 p.m.
U.S. Eastern Time

PROGRAM FACULTY: Thomas Malone

PROGRAM RATING: ★★★★★ | 3.0

Investment Management Theory and Practice:
A CIMA® Certification Registered Education Program (online)

Built around the Certified Investment Management Analyst® (CIMA) certification curriculum and approved by the Investment Management Consultants Association® (IMCA®), this course fulfills the initial education requirement for CIMA certification. The program explains the core topics and learning objectives found in the CIMA certification curriculum, reviews financial and investment concepts and strategies, and covers topics including ethics and regulation, financial fundamentals, risk management, and performance measurement and analysis.

WHO SHOULD ATTEND: candidates include investment advisors and consultants; financial advisors and planners; asset and wealth managers; financial services professionals; applicants must be current CIMA certification candidates in good standing and have passed the CIMA qualification exam

2016–2017
March 16 – April 29
June 1 – July 29
September 1 – October 31
December 1 – January 31

5 PROGRAM DAYS / $3,995
ONLINE PROGRAM
This program is asynchronous; participants may complete course content in any order at their own pace during the course session

PROGRAM FACULTY: Jim Dobbs, Andrew Lo, John Nersesian, Scott Thayer

PROGRAM RATING: New program.
Rating not yet available

FUNDAMENTALS OF FINANCE FOR THE TECHNICAL EXECUTIVE

“This was an excellent investment! As an account executive, I often work within complex sales cycles that involve a lot of financial scrutiny. The course gave me a perspective from the other side of the table. I now have a better understanding of common challenges as well as the language spoken by the financial teams.”

Bradley M.
Global Account Manager - EMC
Cisco Systems
U.S.

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
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 perspective provides critical insights and tools that enable managers to avoid and solve problems associated with traditional approaches to change. Issues examined apply across organizations, national boundaries, and technical domains.

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

**2016**
May 15–20

5 PROGRAM DAYS / $8,900

**PROGRAM FACULTY:** John Carroll, Emilio Castilla, Roberto Fernandez, David Krackhardt, John Sterman, John Van Maanen

**PROGRAM RATING:** ★★★★★ | 4.8

Managing Technical Professionals and Organizations

Goals, incentives, and management challenges for technical professionals often differ from those of other employees. 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. The program provides key insights on how to retain technical staff, integrate technical professionals into an organization, build more successful project teams, keep teams high performing, and develop reward and incentive systems.

**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

**2016**
March 16–17
July 19–20
September 27–28

2 PROGRAM DAYS / $3,300

**PROGRAM FACULTY:** Ralph Katz

**PROGRAM RATING:** ★★★★★ | 4.3

Marketing Innovation

This program provides executives with a review of key marketing concepts as they relate to new innovations and products. Participants learn how to evaluate market attractiveness, think about the design and management of distribution channels, and understand pricing architectures. The course covers strategic and practical approaches, applied to real-world examples that help executives understand consumer decision making, analyzing company strengths, and assessing the competition.

**WHO SHOULD ATTEND:** senior engineering, R&D, product development, project management, IT, finance, and manufacturing professionals from consumer and business-to-business industries; technical executives with nominal marketing experience, as well as marketing professionals who want to discuss new marketing techniques and their application to innovation

Please note: Marketing Innovation is replacing Strategic Marketing for Technical Executives. There may be some overlap in curriculum.

**2016**
March 10–11
June 14–15
October 11–12

2 PROGRAM DAYS / $3,300

**PROGRAM FACULTY:** Catherine Tucker

**PROGRAM RATING:** ★★★★★ | 4.7

“...If you spend two months researching an issue before making a decision, you’ll waste time gathering irrelevant facts and may miss critical issues. Start ruling out options after just two days and keep making tentative conclusions to focus your research and make better decisions faster.”

— Bob Pozen in The Economist

To read the full article, go to executive.mit.edu/Pozen-The-Economist
Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive

Although the value of most professionals is measured in knowledge and results, many organizations still emphasize face time in the office. This course focuses on skills to boost personal productivity including how to prioritize goals, align time allocation with goals, and develop techniques to accomplish lower priority tasks. Designed to increase personal productivity through a series of case studies, practical exercises, and background readings, the program 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

**2016**
July 26–27
September 29–30

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

**PROGRAM FACULTY:** Robert Pozen, Ben Shields

**PROGRAM RATING:** ★★★★★ | 4.4

MIT Regional Entrepreneurship Acceleration Program (REAP)

REAP is a multi-year program for cross-functional teams designed to help regions promote economic development and job creation by implementing an innovation-based entrepreneurial ecosystem. Participants attend two-and-a-half day 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, collaborate by breaking down traditional boundaries, and focus on the common purpose of regional economic development.

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

Program runs for two years starting in October of each year

**2016-2019 COHORT**
Application deadline: April 2016
Program start: October 2016
October 19, 2016 – May 1, 2018
October 1, 2017 – October 1, 2019

**10 PROGRAM DAYS / $300,000**
(covers tuition for two years for the entire team of 5–8 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, Phil Budden, 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 optimize the economic and subjective value of negotiations. The course provides extensive personalized feedback and teaches participants how to leverage individual traits to achieve success and build lasting relationships.

**WHO SHOULD ATTEND:** participants responsible for contract negotiations, supply-chain agreements, compensation issues, securing funding for projects or departments; those in planning and development, operations management, strategic partnerships, recruitment, human resources

**2016**
March 8–9
June 16–17
October 6–7

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

**PROGRAM FACULTY:** Jared Curhan

**PROGRAM RATING:** ★★★★★ | 4.9

Neuroscience for Leadership
This 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

**2016**
March 10–11
October 13–14

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

**PROGRAM FACULTY:** Deborah Ancona, Tara Swart

**PROGRAM RATING:** ★★★★★ | 4.5

Transforming Your Leadership Strategy
As organizations move away from a “command and control” to a “cultivate and coordinate” model, executives can no longer rely on old ways of thinking about leadership. This course introduces participants to a research-based framework developed at MIT that helps leaders drive innovation, maximize team performance, and succeed in today’s complex world. The 4 Capabilities Leadership Framework (FCF) is a powerful tool for understanding and integrating 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

**2016**
July 21–22
October 25–26

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

**PROGRAM FACULTY:** Deborah Ancona

**PROGRAM RATING:** ★★★★★ | 4.3

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**DON’T ADOPT A MANAGEMENT STRUCTURE JUST BECAUSE IT’S POPULAR**

“Leaders will come in and they’ll change the structure without realizing that they haven’t changed the norms of how things get done. You can be surprised by things like: people don’t feel like they should collaborate; they feel like they should still ask the boss permission before they do anything. People don’t take the initiative that you need in that kind of structure because the culture is still one of hierarchy.” — Deborah Ancona on FastCompany.com

To read the full article, go to executive.mit.edu/Ancona-Fast-Company
Understanding and Solving Complex Business Problems

This program introduces 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. Participants learn to use MIT’s unique, integrative system dynamics approach to assess problems and produce the results they want. They use exercises, simulation models, and MIT’s “management flight simulators” to experience the long-term side effects and impacts of decisions to understand how an 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 planners; corporate strategists

**2016**
March 22–23
June 6–7
October 17–18

**2 Program Days / $3,300**

**Program Faculty:** J. Bradley Morrison, John Sterman

**Program Rating:** ★★★★★ | 4.6

Executive Program in General Management (EPGM)

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 has the option of selecting electives from the portfolio of open enrollment courses. Participants also earn the ACE at the conclusion of the program.

**Who Should Attend:** leaders in high-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

**2015–2016**
December 15, 2015 – October 14, 2016

**2016–2017**
TBD

**25 Program Days**
EPGM includes immersion modules at MIT Sloan and abroad, and online modules, as well as select open enrollment courses at MIT Sloan.

**Program Partner**
Eruditus Executive Education

**Program Faculty:** John Akula, Deborah Ancona, William Aulet, Pierre Azoulay, Jared Curhan, Michael Cusumano, Roberto Fernandez, Charles Fine, J. Bradley Morrison, John Van Maanen, Barbara Wixom

**Program Rating:** ★★★★★ | 4.5

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
U.S.

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
STRATEGY AND INNOVATION

This track introduces breakthrough concepts that can help to identify, capture, and deliver on great ideas and successfully drive innovation throughout the organization.

Building Game-Changing Organizations: Aligning Purpose, Performance, and People

Game-changing organizations follow breakaway business models. Their leaders are purpose driven and performance oriented—capabilities that help them get and stay out in front. Participants will learn how to develop game-changing organizations that make their companies world-class talent factories, as well as the importance of an innovative company culture. They will also learn from the successes and challenges of 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 involved in enterprise-wide change

2016
March 14–15
June 6–7
November 3–4

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Douglas Ready

PROGRAM RATING: ★★★★★ | 4.5

Building, Leading, and Sustaining the Innovative Organization

This course explores the elements of innovation and outlines the steps needed 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 understand how to develop sources of information about current and new technologies and consumer needs. Participants also learn how to generate innovative ideas for new products and services, as well as how to choose projects and implement 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

2016
April 14–15
June 16–17
October 27–28

2 PROGRAM DAYS / $3,300

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

PROGRAM RATING: ★★★★★ | 4.2

Closing the Gap Between Strategy and Execution

This course is designed to help global executives close the gap between strategic intent and results by introducing a systematic framework and hands-on tools to drive execution in an organization. The program introduces a systemic view of strategy execution based on more than a decade of research that has been field-tested in dozens of corporations around the world. The course will help leaders reframe execution to avoid common mistakes and focus on actions that are most likely to bring results.

WHO SHOULD ATTEND: participants must apply and enrollment is limited; participants must be a CEO, MD, or member of an executive team; have a large scope of responsibility; agree to identify at least 30 colleagues willing to complete a confidential survey of their organization’s execution capacity

2016
June 21–22
October 25–26

2 PROGRAM DAYS / $4,500

PROGRAM FACULTY: Donald Sull

PROGRAM RATING: ★★★★★ | 5.0

*Senior executives are often shocked to see how poorly their company’s strategy is understood throughout the organization. In their view, they invest huge amounts of time communicating strategy ... but the amount of communication is not the issue. Part of the problem is that executives measure communication in terms of inputs (the number of e-mails sent or town halls hosted) rather than by the only metric that actually counts—how well key leaders understand what’s communicated."

— Donald Sull in Harvard Business Review
To read the full article, go to executive.mit.edu/Sull-HBR
Developing and Managing a Successful Technology and Product Strategy

This program details a unique approach to integrating business and technology strategy and to developing profitable ventures and technologies. It provides a framework for understanding how technologies and markets evolve, are linked, and differ across markets, as well as what drives technology acceptance. Participants are introduced to 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 development, management, or marketing of technology or technology products, including CEOs; presidents; COOs; CTOs; vice presidents of research and development, engineering, manufacturing, marketing, and business development; corporate strategists

2016
April 12–13
June 14–15
November 1–2

2 Program Days / $3,300

Program Faculty: Pierre Azoulay, Ezra Zuckerman

Program Rating: ★★★★★ | 4.4

Digital Marketing and Social Media Analytics

From tablets and big data to new customer monitoring tools and the global emergence of social networking, recent technology has revolutionized the modes of communication through which businesses and brands engage with consumers. This course is designed to help executives understand the new rules of marketing in the digital age, covering a range of topics including search marketing, social network marketing and analytics, predictive modeling, mobile advertising and commerce, CRM strategy, and digital advertising. It provides a detailed, applied perspective on the theory and practice of digital marketing and social media analytics in the 21st century.

Who Should Attend: business leaders seeking a deeper understanding of the digital marketing ecosystem; CIOs, CMOs, and their direct reports; marketing managers; product managers; product development managers; chief data scientists; data managers; corporate strategists; agency executives

2016
March 22–23
July 19–20
October 6–7

2 Program Days / $3,300

Program Faculty: Sinan Aral

Program Rating: ★★★★★★ | 4.9

“... you are going to receive a first-class education with the latest management techniques ... programs provide a unique and innovative approach to understanding and solving business issues ... an opportunity to interact with professionals from different industries, countries, and backgrounds ... priceless.”

Vincent Geffray
Compuware APM
Senior Product Manager/Senior Product Marketing Manager
U.S.
Strategy and Innovation
Executive Certificate holder

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 February 2016. 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 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. The 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 with significant input into the technology, supply chain, and innovation strategy of their organizations; CEOs; COOs; CIOs; CTOs; directors of research and development

2016
February 28 – March 4
5 PROGRAM DAYS / CHF11,500
LAUSANNE, SWITZERLAND

2016
September 18–23
5 PROGRAM DAYS / $11,500
CAMBRIDGE, MASSACHUSETTS

FACULTY: Charles Fine, Bill Fischer, Duncan Simister, Eric von Hippel

PROGRAM RATING: ★★★★☆ | 4.6

The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation

Where do innovative and revolutionary business ideas come from? This program helps executives learn to achieve breakthrough insights through self-assessment, catalytic questioning, deep observation, diverse networking, and rapid experimentation. Building on hundreds of interviews and more than 10,000 survey assessments, the course offers unique insight into the behaviors of extraordinary, and often disruptive, innovators. Participants will learn and practice important discovery skills that lead to new innovations—ranging from product improvement to new market creation—to generate valuable, new economic growth.

WHO SHOULD ATTEND: CEOs; COOs; presidents; executive vice presidents; vice presidents of marketing and new venture development; heads of R&D, engineering, manufacturing, and IS; chief technologists; corporate planners and strategists; senior managers with leadership responsibility and executives seeking to improve creative problem solving skills and deliver higher value-creating innovation at their organizations

2016
March 10–11
November 14–15
2 PROGRAM DAYS / $3,300

FACULTY: Pierre Azoulay, Catherine Tucker

PROGRAM RATING: ★★★★★ | 5.0

Platform Strategy: Building and Thriving in a Vibrant Ecosystem

Some of the most profitable and successful firms are those that have adopted a digital platform model—a strategy where two or more disparate groups interact over a platform to co-create value. This program 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 often not found in more traditional approaches to enterprise and product strategy, and discover how business strategies can be revised for success.

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

2016
April 5–6
July 7–8
October 19–20
2 PROGRAM DAYS / $3,300

FACULTY: Hal Gregersen

PROGRAM RATING: ★★★★☆ | 4.1

"Putting pricing on autopilot means you are assuming the rest of the world is just like your home country ... in different countries, consumers do, indeed, behave differently. Learning about other markets and experimenting with a range of prices can boost sales and revenue."
— Catherine Tucker in TechCrunch

To read the full article, go to executive.mit.edu/Tucker-TechCrunch
Revitalizing Your Digital Business Model

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

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

2016
April 7–8
October 17–18

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Jeanne Ross, Michael Schrage, Barbara Wixom, Stephanie Woerner

PROGRAM RATING: ★★★★★ | 4.6

Strategies for Sustainable Business

This program applies MIT frameworks of process improvement and system dynamics to the topic of sustainability, providing participants with practical strategies for manifesting consensus and change in their businesses. Participants discover tools to evaluate organizations on the multiple dimensions of sustainability, and also learn research-driven approaches to sustainable business practices, such as fair trade and good working conditions.

WHO SHOULD ATTEND: general managers in global businesses; NGO and government leaders who need 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 their impact on global sustainability

2016
March 7–9
October 19–21

3 PROGRAM DAYS / $4,300

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

PROGRAM RATING: ★★★★★ | 4.9

“Cannot love this course more! The professors were so enthusiastic about their teaching, discussion and also their research ... and the course also offered many opportunities for students to interact.”

Alan Gong
President and CEO
WBG Internationals LLP
U.S.

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
Strategy in a Global World

The global world is no longer simply a source of new markets, but rather a source of innovation. 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; venture capitalist managers; managers and entrepreneurs who manage multinational corporations or companies with international clients.

2016
June 6–7
October 27–28

2 PROGRAM DAYS / $3,300

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

**PROGRAM RATING:** ★★★★★ | 4.2

Understanding Global Markets: Macroeconomics for Executives

This course 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 performance of economies in order to mitigate risk, develop growth plans, and make investment decisions, both locally and abroad. The program addresses dynamics of comparative advantage, sources of international conflict, and varied responses of economies to crisis. Participants get an in-depth look at comparative advantages and crises in Europe, Asia, and 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

2016
March 16–18
June 8–10
October 24–26

3 PROGRAM DAYS / $4,300

**PROGRAM FACULTY:** Roberto Rigobon

**PROGRAM RATING:** ★★★★★ | 4.8

“*If you really want to understand how the world works and how to take advantage of trends and changes, you MUST take this course. Macroeconomics does not get simpler and more impactful than this.*”

Juan Carlos A.
TECHNOLOGY, OPERATIONS, AND VALUE CHAIN MANAGEMENT

Programs in this track focus on implementing innovative strategies by developing strategic approaches for using technology and process optimization throughout an organization.

Essential IT for Non-IT Executives

This course helps managers from various areas of expertise develop a shared language, so they can work together efficiently and productively to understand and appreciate each other’s contribution to an organization’s success. The program is designed to make managers confident in resolving IT issues, and working with IT staff to make better decisions and deliver better process change. The 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

2016
April 14–15
October 13–14

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Jeanne Ross, George Westerman, Barbara Wixom

PROGRAM RATING: ★★★★★ | 4.5

Implementing Improvement Strategies: Dynamic Work Design

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

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

2016
April 12–13
July 28–29
October 11–12

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Sheila Dodge, Don Kieffer, Nelson Repenning

PROGRAM RATING: ★★★★★ | 4.6

“… to cope with complexities … and changes reconfiguring our business worldwide, I have to be able to link technology decisions with business strategy. I selected MIT Sloan Executive Education because of the high-quality faculty and innovative way in which they teach management and leadership.”

Bernard Gavgani
BNP Paribas
Global Head of IT and Operations
France
Technology, Operations, and Value Chain Management
Executive Certificate holder
Managing Complex Technical Projects

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

Who should attend: senior managers and those involved in complex product development and project management or 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, research and development; project leaders; chief product design and process development engineers; technology strategists

2016
July 26–27
October 6–7

2 Program Days / $3,300

Program Faculty: Steven Eppinger

Program Rating: ★★★★★ | 4.4

Managing Product Platforms: Delivering Variety and Realizing Synergies

This course introduces participants to the concept of “commonality,” or product platforms—the sharing of components, processes, technologies, interfaces, and infrastructure across a product family. Focused on helping companies develop strong platform strategies by understanding the managerial levers necessary to operate in complex development environments, the course draws on examples from a diversity of industries. Successful product platforming allows companies to develop better products more easily, improve product family planning and lifecycle management, and increase corporate profitability.

Who should attend: executives in strategy, marketing, product development, procurement, and supply chain management; executives from technology driven industries with engineered products and services such as automotive, high-tech, manufacturing, railway, heavy vehicles, aerospace, defense, electronics, machinery, healthcare; OEMs; suppliers

2016
April 7–8
October 17–18

2 Program Days / $3,300

Program Faculty: Bruce Cameron, Michael Cusumano

Program Rating: ★★★★★ | 5.0

Strategic Cost Analysis for Managers

Course participants learn to analyze the performance of projects, 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 project or department most advantageously, with numbers to support the position. The program is drawn from our highly rated MBA courses on financial and managerial accounting.

Who should attend: senior managers from consumer and business-to-business industries, including 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

2016
April 21–22
September 29–30

2 Program Days / $3,300

Program Faculty: John Core, Christopher Noe

Program Rating: ★★★★★ | 4.3

“Most companies get stuck trying to figure out how to do everything in one big bang approach that may be trying to accomplish too much. The only way to know if you have the right data, the right people, and the right skills is to just start simple, build your confidence, and leave the complexity for later. — David Simchi-Levi in Supply Chain Navigator

To read the full article, go to executive.mit.edu/simchi-levi-scn
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 today. 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 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; vice presidents and directors of manufacturing, product development, transportation, logistics, inventory, and purchasing; general managers; strategic planners; supply chain managers; project managers

2016
April 19–20
July 21–22
September 27–28

2 Program Days / $3,300

Program Faculty: Thomas Roemer, 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, and presents methods that can be immediately implemented. 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 business processes that create 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, and business development

2016
November 14–18

5 Program Days / $8,500

Program Faculty: Pierre Azoulay, Steven Eppinger, Ray Reagans, Catherine Tucker

Program Rating: ★★★★★ | 4.8

"Platforming can be a valuable strategy when developing any type of product, however, may not always be applicable. This course was incredibly clear and crisp when differentiating between products and platforms strategy and when to apply. On a personal level, it was invigorating and challenged current knowledge and knowledge learned through the class. I cannot recommend this class enough for those involved in the development and/or management of product or platform strategy."
NEW PROGRAMS

Management and Leadership

Applied Neuroscience: Unleashing Brain Power for You and Your People

This experiential course helps leaders motivate and inspire in ways that catalyze innovation and increase business success. Through a balance of theory and application, participants study the latest neuroscience research and how it can inform management practice. Participants will learn about the impact of gender and cultural diversity on confidence, cognitive decision-making systems, and keys for embedding a culture of learning at an organization.

WHO SHOULD ATTEND: senior-level leaders who want to gain deeper understanding of how the brain works and apply that knowledge in the workplace for greater impact; executives working in large, complex organizations seeking new ways to influence and mobilize people and drive organization-wide change

2016
March 14–15
October 17–18

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Tara Swart

PROGRAM RATING: New program. Rating not yet available.

Strategy and Innovation

Leadership by Design: Innovation Process and Culture

This program helps individuals and teams understand and practice human-centered design. Drawing on the resources of MIT’s Integrated Design & Management curriculum and its new Integrated Design Lab (ID Lab), the course combines intuitive methods with the systematic, analytical methods for which MIT is world renowned. Participants will learn how to enable an action-based organizational culture in which empathy is generated, trial and error is encouraged, and failure is celebrated as a source of learning—resulting in successful innovation. Participants will also learn both strategic and hands-on techniques for structured exploration through prototyping.

WHO SHOULD ATTEND: entrepreneurs and intrapreneurs seeking new solutions and products; executives and senior managers in leadership roles; product development managers and engineers; individuals and teams looking to create a more experimental corporate culture and who seek integrated approaches for communication and validation across teams

2016
June 23–24
October 13–14

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Matthew Kressy

PROGRAM RATING: New program. Rating not yet available.

Strategy and Innovation

Pricing Strategy and Tactics 4Dx (live online)

This program will help improve the level of pricing sophistication and mitigate the mistakes many firms make regarding pricing strategy. Participants will discuss how to establish the broad value brand within which prices need to be set and learn about correct survey techniques to ask the right pricing questions before a product is launched. They will practice calculating price elasticities, and explore the pricing spectrum, from a primitive approach to a confident level of performing complex segmentation and applying pricing metrics to make better decisions. This technical class will require the use of spreadsheets and data analysis.

WHO SHOULD ATTEND: executives in marketing, product development, and strategy in consumer and business-to-business industries; entrepreneurs and executives in small and medium businesses who wear multiple hats in an organization; executives in larger companies in charge of launching new products

2016
May 2–11
November 29–December 14

2017
April 25–May 10

2 PROGRAM DAYS / $4,500

ONLINE PROGRAM
Held on five consecutive days from 10:00 a.m. – 12:30 p.m. U.S. Eastern Time, plus one follow up day/session

PROGRAM FACULTY: Catherine Tucker

PROGRAM RATING: New program. Rating not yet available

“One of the things that happens overnight is that brain cells that weren’t previously connected connect up with each other, and that allows more creative thinking. There are a lot of famous stories of people, just as they were falling asleep or just as they were waking up, having this moment of insight…something that you’ve been thinking about anyways. But it’s only when you’re only in a close sleep stage that you get a really good idea about it.” — Tara Swart on FastCompany.com

To read the full article, go to executive.mit.edu/Swart-Fast-Company

SLEEP COULD BE THE REAL SECRET TO SUCCESS
Platform Revolution: Making Networked Markets Work for You (online)

Why is the change to network markets happening now and what can your company do to adapt and thrive? This four-week program introduces participants to the many ways networked markets are transforming the economy and provides strategies for designing, monetizing, and launching a digital platform. Combining rigorous theory with real-world experience, the course combines weekly live webinars, recorded video lessons, presentations, and exercises. The program demonstrates established economic principles from literature on industrial organization, two-sided network effects, information asymmetry, pricing, and game theory.

WHO SHOULD ATTEND: executives from general management, leadership, finance, marketing, operations, and strategy; executives and entrepreneurs in small, medium, and larger companies, interested in creating, managing, or understanding business platforms

2016
June 20 – July 18

1 PROGRAM DAY / $500
ONLINE PROGRAM

PROGRAM FACULTY: Geoffrey Parker

PROGRAM RATING: New program. Rating not yet available.

KENDALL SQUARE
at the intersection of innovation and education

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 AN EXECUTIVE DEGREE PROGRAM AT MIT?

MIT Sloan Fellows Program
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
YOU ALREADY HAVE A VISION FOR WHAT’S NEXT.

OUR CUSTOM PROGRAMS WILL GET YOU THERE.

When your organization is at a critical juncture, you can’t afford to leave today’s problems unsolved, and tomorrow’s opportunities to chance. Our custom programs are tailored to your organization’s short- and long-term goals. And to ensure that your team is prepared to drive innovation effectively, whether you’re launching a strategic initiative, expanding globally, developing your technical leaders, or entering a new market.

To understand what makes our approach different, look no further than MIT’s motto of “Mens et Manus” (mind and hand). Our custom offerings prioritize the knowledge and tools that can be directly applied to your organization’s unique needs. Your team will learn from the world-renowned faculty of MIT Sloan and MIT—through experiences that blend classroom, as well as active, on-site learning. Our best result is your success in working through complexity, and identifying the opportunities of tomorrow—way before your competitors do.

TRANSFORMING ORGANIZATIONS
Custom programs can help your organization respond to technological disruption, globalization, scientific discovery, digitization, and other environmental pressures.

DEVELOPING LEADERSHIP CAPABILITIES
For roles that require a synthesis of technical and business acumen, custom programs can focus on developing the rare and precious skills required of tomorrow’s leaders.

LAUNCHING STRATEGIC INITIATIVES
Custom programs help executives deliver on strategic business goals in areas where MIT is a thought leader—such as innovation, sustainability, digitization, operational excellence, safety, globalization, and customer-centricity.
MIT Sloan faculty are world renowned for their forward-looking research and have extensive experience putting that research into practice. They consult widely in organizations and governments on critical issues that require both the latest thinking and in-depth industry experience. Faculty bring a tremendous amount of industry experience gained in working with firms around the world.

The expertise available to organizations through MIT Sloan custom programs reaches beyond the business School to encompass the entire Institute. To meet the goals of the custom program, the world’s foremost experts in engineering, IT, biopharma, manufacturing, banking, and technology may be included on the team to teach courses and help shape action strategies.

THE CUSTOM PROGRAM EXPERIENCE

Organizations around the world partner with MIT Sloan to create custom experiences that enable their executives to have a substantive, transformational, and long-lasting impact on their business performance. They seek educational experiences that deliver results and real value over a multi-year horizon.

MIT Sloan’s custom programs are deeply integrated with a company’s goals, values, technology, and people. Leveraging the greatest minds in business, we work side by side with clients—from beginning to end—to create learning experiences that produce the change they desire.

OUR ACTION-ORIENTED APPROACH: LEARNING BY DOING

A new framework or strategy is only as good as its practical application. MIT Sloan has long been a pioneer among business schools when it comes to action learning—creating real-world applications of classroom knowledge and providing iterative processes for thinking, acting, and reflecting. Deep actionable knowledge and decision-making skills develop when people have the chance to apply classroom theory with real-world parameters.

So what does action learning really mean for your custom program?

- Access to MIT Sloan’s world-renowned experts and exposure to the MIT ecosystem through meetings with companies that thrive within it
- Action-learning team projects that leverage cutting-edge research to address real company imperatives and result in recommendations for action
- Management flight simulations—interactive, virtual worlds in which executives explore and experiment with critical management issues
- “Deep dive” cases in which your organization’s real data is developed into company-specific cases and analyzed by participants

TO INQUIRE ABOUT DEVELOPING A CUSTOM PROGRAM FOR YOUR ORGANIZATION VISIT: EXECUTIVE.MIT.EDU/CUSTOMPROGRAMS OR CONTACT THE CUSTOM PROGRAMS TEAM AT EXECED_CUSTOM@MIT.EDU
COLLABORATE WITH US

Companies turn to MIT Sloan for its innovative and entrepreneurial culture, the rigor of its discipline-based understanding of business, and because MIT is the place where management, engineering, and science faculty address the imperatives and challenges faced by businesses today. In partnership with some of the world’s most influential organizations, we create programs that allow companies to drive revolutionary change, take advantage of opportunities, and master their toughest challenges. Programs may be one week, three months, or even several years in duration—whatever is necessary to surpass challenges and create real-world results.

START DESIGNING YOUR EXPERIENCE

MIT Sloan approaches each of our custom engagements as a lasting, mutually productive relationship, not an isolated educational transaction. We look for companies that are interested in making fundamental, strategic changes in the way they do business. As a first step, your top executives will meet with a team of MIT Sloan’s senior faculty to share your own imperatives, culture, and purpose. We will partner with your stakeholders to tailor a program that addresses the key challenges you’ve defined. Programs may include multiple residential sessions, virtual sessions, and action-learning projects taking place over the course of a few months or years.

Our experience has shown that a cadre of approximately 30 participants provides optimal discussion and meaningful interactions among faculty and participants. Programs frequently draw participants from around the world who connect—often for the first time—in the classroom and then work virtually on company related team projects that translate newly acquired frameworks into action strategies for your company. Over the course of the custom program, participants from your company will witness a dramatic evolution in their perspectives and their ability to meet new challenges.
In addition to custom programs, organizations can send teams to any of our 40+ open enrollment courses.

TEAM DISCOUNTS

- Organizations sending three or more participants to any of our open enrollment programs are eligible for a 15% discount. We hope team discounts encourage companies to send teams of employees to a program together, so they can develop a common understanding of the program concepts and apply their learning with greater impact in their organizations.

- Organizations sending at least 10 individuals in a given year to 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. To learn more about multi-registration discounts, visit executive.mit.edu/multireg
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.
COMMONWEALTH BANK OF AUSTRALIA (CBA)

CBA embarked on an unprecedented technology transformation to turn its IT capabilities from a cost center to a profit generator. The challenge was to create a series of programs that would enable collaboration among CBA’s senior IT managers, technology vendors, and banking executives. The solution was to apply principles of enterprise architecture and IT governance, change management, and demand-side marketing to CBA’s business goals. Inspired by the engagement with MIT Sloan, CBA established a culture of innovation that contributes to its development into one of the world’s top ten banks.

AKER SOLUTIONS

Aker Solutions—a Norway-based provider of oilfield products, systems, and services worldwide—realized to reach its ambitious growth targets it needed to strengthen its leadership capacity. MIT Sloan created a collaborative learning environment for participants to develop new perspectives through a combination of teaching sessions, group discussions, and visits to innovative companies in the MIT ecosystem. As a result, Aker Solutions reports significant improvements in alignment and collaboration among its many business areas and units, as well as a broadening of managers’ perspectives with an increased confidence to lead more complex projects.
At MIT Sloan, we invent the future. Our next-generation campus has expanded online and distance-learning opportunities to address the evolving demands of executives. These dynamic digital programs move online learning beyond a one-size-fits-all model to a scalable, collaborative, interactive experience that leverages simple-to-use, cutting-edge technology.

Our goal? To provide an unconventional virtual encounter that far surpasses traditional online education.

Designed specifically to fit the way executives learn and work today, our digital programs and virtual classrooms let participants interact in real time with peers and faculty through avatars. The avatars can nod, wave, and jump up and down. Recently, we’ve begun to experiment with robots in the classroom, enabling participants to attend remotely, join in group activities, network with peers, and participate in conversations.

CURRENT ONLINE PROGRAMS:

Intelligent Organizations 4Dx (live online)
April 26 – May 31

Pricing Strategy and Tactics 4Dx (live online)
May 2 – 12
November 29 – December 14

Platform Revolution: Making Networked Markets Work for You (online)
June 20 – July 18

Investment Management Theory and Practice: A CIMA® Certification Registered Education Program (online)
March 16 – April 29
June 1 – July 29
September 1 – October 31
December 1 – January 31
RESOURCES THAT WORK FOR YOU

At MIT Sloan Executive Education, we offer more than a portfolio of groundbreaking programs. We provide an opportunity to help you expand your learning, stay informed about key issues, and connect with dynamic global leaders. Here are some of the resources available:

WATCH WEBINARS LED BY WORLD-RENOWED FACULTY

Thousands of executives from around the world have registered for the MIT Sloan Executive Education innovation@work Webinar Series. Check out our archive of recorded webinars on a variety of cutting-edge topics, including how the world’s most successful organizations stay on top, where innovative ideas come from, why good jobs are good for business, and the hallmarks of game-changing talent strategy. Watch at executive.mit.edu/webinars

READ WHAT’S TRENDING ON OUR BLOG

Each week, MIT Sloan Executive Education’s innovation@work Blog shares timely posts covering hot business topics, faculty research and news, world events, and participant insights. Recent posts include commentary on innovation at Tesla, the pros and pitfalls of product platforming, the implications of wearable technology, and social perception in the workplace, as well as interviews with recent program participants. Visit us at executive.mit.edu/blog

RATINGS AND REVIEWS TO HELP YOU CHOOSE

Today, MIT Sloan Executive Education is the only top business school that offers unedited user ratings and reviews. Participants reflect on what they’ve learned and how they’re applying this knowledge at work. They honestly share their experiences so that you can reap the benefits of unfiltered feedback, as well as first-hand accounts written by executives like yourself, and make a confident decision about which courses are right for you. Visit the site and see for yourself—and access the reviews, which are found on each program webpage.
<table>
<thead>
<tr>
<th>Program</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Management Program (AMP)</td>
<td>May 31 – July 1</td>
<td></td>
</tr>
<tr>
<td>Applied Neuroscience: Unleashing Brain Power for You and Your People</td>
<td>14–15</td>
<td></td>
</tr>
<tr>
<td>Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems</td>
<td>20–24</td>
<td></td>
</tr>
<tr>
<td>Communication and Persuasion in the Digital Age</td>
<td>24–25</td>
<td></td>
</tr>
<tr>
<td>Creating High Velocity Organizations</td>
<td>14–15</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship Development Program</td>
<td>January 22–27 (2017)</td>
<td></td>
</tr>
<tr>
<td>Executive Program in General Management (EPGM)</td>
<td>December 15, 2015 – October 14, 2016</td>
<td></td>
</tr>
<tr>
<td>Fundamentals of Finance for the Technical Executive</td>
<td>23–24</td>
<td></td>
</tr>
<tr>
<td>Global Executive Academy (multi-language)</td>
<td>12–21</td>
<td></td>
</tr>
<tr>
<td>Greater Boston Executive Program</td>
<td>7–25</td>
<td></td>
</tr>
<tr>
<td>Innovation and Images: Exploring the Intersections of Leadership and Photography</td>
<td>3–5</td>
<td></td>
</tr>
<tr>
<td>Intelligent Organizations 4Dx (live online)</td>
<td>26–31</td>
<td></td>
</tr>
<tr>
<td>Leading Change in Complex Organizations</td>
<td>15–20</td>
<td></td>
</tr>
<tr>
<td>Managing Technical Professionals and Organizations</td>
<td>16–17</td>
<td></td>
</tr>
<tr>
<td>Marketing Innovation</td>
<td>10–11</td>
<td></td>
</tr>
<tr>
<td>Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive</td>
<td>26–27, 29–30</td>
<td></td>
</tr>
<tr>
<td>MIT Regional Entrepreneurship Acceleration Program (REAP)</td>
<td>October 2016 – 2018</td>
<td></td>
</tr>
<tr>
<td>Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive</td>
<td>26–27, 29–30</td>
<td></td>
</tr>
<tr>
<td>Negotiation for Executives</td>
<td>8–9</td>
<td></td>
</tr>
<tr>
<td>Neuroscience for Leadership</td>
<td>10–11</td>
<td></td>
</tr>
<tr>
<td>Transforming Your Leadership Strategy</td>
<td>14–15</td>
<td></td>
</tr>
<tr>
<td>Understanding and Solving Complex Business Problems</td>
<td>22–23</td>
<td></td>
</tr>
<tr>
<td>Building Game-Changing Organizations: Aligning Purpose, Performance, and People</td>
<td>14–15, 6–7, 3–4</td>
<td></td>
</tr>
<tr>
<td>Building, Leading, and Sustaining the Innovative Organization</td>
<td>14–15</td>
<td></td>
</tr>
<tr>
<td>Closing the Gap Between Strategy and Execution</td>
<td>14–15</td>
<td></td>
</tr>
<tr>
<td>Developing and Managing a Successful Technology and Product Strategy</td>
<td>12–13</td>
<td></td>
</tr>
<tr>
<td>Digital Marketing and Social Media Analytics</td>
<td>22–23</td>
<td></td>
</tr>
<tr>
<td>Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain</td>
<td>28–4, 18–23</td>
<td></td>
</tr>
<tr>
<td>The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation</td>
<td>10–11</td>
<td></td>
</tr>
<tr>
<td>Leadership by Design: Innovation Process and Culture NEW p. 29</td>
<td>23–24</td>
<td></td>
</tr>
<tr>
<td>Platform Strategy: Building and Thriving in a Vibrant Ecosystem</td>
<td>5–6</td>
<td></td>
</tr>
<tr>
<td>Pricing Strategy and Tactics 4Dx (live online) NEW p. 29</td>
<td>2–11</td>
<td></td>
</tr>
<tr>
<td>Revitalizing Your Digital Business Model</td>
<td>7–8</td>
<td></td>
</tr>
<tr>
<td>Strategies for Sustainable Business</td>
<td>7–9</td>
<td></td>
</tr>
<tr>
<td>Strategy in a Global World</td>
<td>6–7</td>
<td></td>
</tr>
<tr>
<td>Understanding Global Markets: Macroeconomics for Executives</td>
<td>16–18</td>
<td></td>
</tr>
<tr>
<td>Essential IT for Non-IT Executives</td>
<td>14–15</td>
<td></td>
</tr>
<tr>
<td>Implementing Improvement Strategies: Dynamic Work Design</td>
<td>12–13</td>
<td></td>
</tr>
<tr>
<td>Managing Complex Technical Projects</td>
<td>26–27</td>
<td></td>
</tr>
<tr>
<td>Managing Product Platforms: Delivering Variety and Realizing Synergies</td>
<td>7–8</td>
<td></td>
</tr>
<tr>
<td>Platform Revolution: Making Networked Markets Work for You (online) NEW p. 30</td>
<td>20–18</td>
<td></td>
</tr>
<tr>
<td>Strategic Cost Analysis for Managers</td>
<td>21–22</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Strategy and Management</td>
<td>19–20</td>
<td></td>
</tr>
<tr>
<td>Systematic Innovation of Products, Processes, and Services</td>
<td>21–22</td>
<td></td>
</tr>
</tbody>
</table>