IDEAS MADE TO MATTER

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.

*According to the “Entrepreneurship and Innovation at MIT Continuing Global Growth and Impact” study

LIVING MIT ALUMNI HAVE LAUNCHED 30,000+ ACTIVE COMPANIES...
CREATING 4.6 MILLION JOBS...
GENERATING ROUGHLY $1.9 TRILLION IN ANNUAL REVENUE.*

MIT HAS BEEN HOME TO 86 NOBEL LAUREATES WHO SPAN NEARLY ALL PRIZE CATEGORIES FROM PHYSICS TO MEDICINE TO PEACE.

MIT IS THE LEADING RESEARCH UNIVERSITY IN THE U.S. AND ROUTINELY LEADS ALL UNIVERSITIES IN PATENTS GRANTED.

IDEAS MADE TO MATTER
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
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<td>Understanding and Solving Complex Business Problems</td>
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<tr>
<td>22</td>
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<td>Platform Strategy: Building and Thriving in a Vibrant Ecosystem</td>
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<td>Revitalizing Your Digital Business Model</td>
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<td>Strategy in a Global World</td>
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<td>Implementing Improvement Strategies: Dynamic Work Design</td>
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<td>Managing Product Platforms: Delivering Variety and Realizing Synergies</td>
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<td>Platform Revolution: Making Networked Markets Work for You (online)</td>
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Use the table of contents below to select courses by topic relevancy or executive certificate track. See the Program Calendar at the back of this guide for program dates.
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, multilanguage courses, and unparalleled leadership programs that address critical issues and resonate with executives throughout the world.

**BREAKING CONVENTION. SPARKING INVENTION.**
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>Job Function</th>
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<tr>
<td>TECHNOLOGY / IT</td>
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<tr>
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<tr>
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<tr>
<td>STRATEGY / PLANNING</td>
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<tr>
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<tr>
<td>CONSULTING</td>
<td>5%</td>
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<tr>
<td>INNOVATION</td>
<td>5%</td>
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<tr>
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<td>ADMINISTRATION / HR</td>
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<tr>
<td>PRODUCT DESIGN AND DEVELOPMENT</td>
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<td>MARKETING / COMMUNICATIONS</td>
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### INDUSTRY

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<td>MANUFACTURING FINANCIAL SERVICES</td>
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<td>PHARMACEUTICALS / CHEMICALS</td>
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<td>PROFESSIONAL SERVICES</td>
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<td>ENGINEERING / TECHNICAL SERVICES</td>
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<td>EDUCATION</td>
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<td>NATURAL RESOURCES</td>
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<td>NON-PROFIT</td>
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<td>CONSTRUCTION / REAL ESTATE</td>
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<td>WHOLESALE / RETAIL</td>
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### GEOGRAPHY

<table>
<thead>
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<th>Geography</th>
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<tr>
<td>NORTH AMERICA</td>
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<tr>
<td>EUROPE</td>
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<td>MIDDLE EAST</td>
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<td>ASIA</td>
<td>8%</td>
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<td>SOUTH AMERICA</td>
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<td>AFRICA</td>
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<td>MIDDLE EAST</td>
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<td>NORTHERN AMERICAN</td>
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<td>AUSTRALIA / NEW ZEALAND</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 HIPPPEL**
  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, 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
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

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

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 Effective and Efficient Executive
- Negotiation for Executives

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
ADVANCED CERTIFICATE FOR EXECUTIVES IN MANAGEMENT, INNOVATION, AND TECHNOLOGY (ACE)

ACE is designed for executives from any industry or level of responsibility who see the value of staying current with the latest thought leadership, management insights, and business expertise provided by the MIT Sloan School of Management. ACE is not a single program with a single group of participants. ACE participants can choose the classes that best suit their interests and schedules and can start earning an ACE as soon as they enroll in a program.

TO QUALIFY

ACE is a special Executive Certificate for participants who attend 25 program days and complete at least two programs from each Executive Certificate track within a four-year period. At least 10 program days must be attended in person rather than virtually.

SAMPLE CERTIFICATE PLAN

2 program days each unless noted

- Creating High Velocity Organizations
- Developing and Managing a Successful Technology Strategy
- Fundamentals of Finance for the Technical Executive
- Implementing Improvement Strategies: Dynamic Work Design
- Leading Change in Complex Organizations (5 program days)
- Managing Technical Professionals and Organizations
- Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive
- Platform Strategy: Building and Thriving in a Vibrant Ecosystem
- Communication and Persuasion in the Digital Age
- Supply Chain Strategy and Management
- Understanding Global Markets: Macroeconomics for Executives (3 program days)

SEE MORE SAMPLE ACE PLANS: executive.mit.edu/aceinonevisit

BENEFITS FOR EXECUTIVE CERTIFICATE HOLDERS:

- Invitations to select MIT Sloan events and networking opportunities
- Membership in the MIT Sloan Executive Certificate Network Group on LinkedIn
- A 20% discount on additional courses
- A profile in the Executive Certificate online community
- An MIT Sloan email-forwarding-for-life address (ACE Only)
- Inclusion in the MIT Sloan alumni directory (ACE Only)
- Subscription to the MIT Sloan alumni newsletter (ACE Only)
- A verified digital SmartCertificate

MIT Sloan Advanced Management Program (AMP)

AMP is a five-week 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. AMP alumni return for a reunion on the last two days of the program to connect with the current cohort and share details of how AMP has progressed their companies and careers.

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

2017

May 30 – June 30

25 PROGRAM DAYS / $62,500 INCLUDING ACCOMMODATIONS

Limited to 35 participants

PROGRAM FACULTY:
Pierre Azoulay, Phil Budden, Vladimir Bulovic, Court Chilton, Jake Cohen, Joseph Coughlin, Jared Curhan, Steven Eppinger, Roberto Fernandez, Matthew 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.

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

2017
March 21–22
October 3–4

2 PROGRAM DAYS / $3,900

**PROGRAM FACULTY:** Tara Swart

**PROGRAM RATING:** ★★★★★ | 5.0

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

2017
June 19–23

5 PROGRAM DAYS / $9,100

**PROGRAM FACULTY:** 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

2017
March 9–10
June 15–16
October 10–11

2 PROGRAM DAYS / $3,700

**PROGRAM FACULTY:** Edward Schiappa, Ben Shields

**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
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.

2017
March 28–29
June 27–28
October 16–17

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Roberto Fernandez, Steve Spear

PROGRAM RATING: ★★★★★ | 4.3

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 / $10,900

PROGRAM FACULTY: William Aulet, Christian Catalini, Matt Marx, Fiona Murray, Scott Stern, Catherine Tucker

PROGRAM RATING: ★★★★★ | 4.9

“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
**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

2017
June 20–21
October 5–6

2 PROGRAM DAYS / $3,500

**PROGRAM FACULTY:** Xavier Giroud, Paul Mende

**PROGRAM RATING:** ★★★★★ | 4.3

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**Global Executive Academy (multi-language)**

This transformative management and leadership program is designed to fit the time and language constraints of experienced global executives from diverse industries and countries. The program was recently redesigned to include a wider variety of management topics such as strategy, innovation, systems thinking, marketing (branding), communications, negotiations, and finance. Taught by world-renowned MIT Sloan faculty, it offers translation and simultaneous interpretation into Mandarin, Portuguese, and Spanish.* Upon completing the program, participants earn an Executive Certificate in Management and Leadership.

*Provided there are a minimum of 10 participants per language. Languages will be confirmed by May 10, 2017.

**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

2017
July 11–20

8 PROGRAM DAYS / $14,900

**PROGRAM FACULTY:** Jake Cohen, Jared Curhan, Roberto Fernandez, Kristin Forbes, Daena Giardella, Ralph Katz, Wanda Orlikowski, Jay Paap, Rob Saliﬁa, Ben Shields, Steve Spear

**PROGRAM RATING:** ★★★★★ | 4.9

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**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, mid-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

2017
March 6 – May 1

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 Certificate in Management and Leadership

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

**PROGRAM RATING:** ★★★★☆ | 4.0

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“...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](http://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

2017
TBD

2 PROGRAM DAYS / $3,300
ONLINE PROGRAM
Held on consecutive days 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

This course is being redesigned for 2017

2017
TBD

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: Andrew Lo

PROGRAM RATING: ★★★★★ | 4.0

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: ★★★★★
Leadership and the Lens: Learning at the Intersection of Innovation and Image-Making

This course employs photography as a powerful mode of learning behaviors and attitudes required for leaders to surface breakthrough solutions. It uses the camera to study how unseen opportunities reveal themselves—and how the most effective leaders spot them, before it’s too late. Participants will discover how exploring the intersection of two disciplines—leadership and photography—can enhance creativity in both. They will also study how leaders at the world’s most innovative organizations approach their work differently.

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

2017
May 8–10
October 2–4
3 PROGRAM DAYS / $4,900

PROGRAM FACULTY: Sam Abell, Hal Gregersen

PROGRAM RATING: ★★★★★ | 5.0

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 key perspectives. It includes an exercise on networks and power, and provides insights on the neuroscience of our brains and the psychology of getting things done. Bring a laptop to engage in insightful simulations.

WHO SHOULD ATTEND: senior leaders and change agents in any industry; 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

2017
May 14–19
5 PROGRAM DAYS / $9,300

PROGRAM FACULTY: John Carroll, Emilio Castilla, Roberto Fernandez, David Krackhardt, Nelson Repenning, John Van Maanen

PROGRAM RATING: ★★★★★ | 4.8

Leading People at Work: Strategies for Talent Analytics NEW

Talent analytics is a data-driven approach to improving people-related decisions for the purpose of advancing both individual and organizational success. While business leaders still make key decisions about their workforce based on intuition, experience, advice, and guesswork, the collection and systematic analysis of data can vastly improve this decision making. In this course, participants will explore a number of strategies used to attract and retain top talent and illustrate how these strategies are being designed and used at cutting-edge companies.

WHO SHOULD ATTEND: general managers and staff executives responsible for hiring and managing talent; directors of organizational development and corporate strategy; HR directors and managers; vice presidents of operations

2017
July 11–12
October 18–19
2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Emilio Castilla

PROGRAM RATING: New program. Rating not yet available.

“Make a series of tentative conclusions before big decisions”

“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
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.

2017
March 14–15
June 29–30
October 10–11

2 PROGRAM DAYS / $3,500

**PROGRAM FACULTY:** Ralph Katz

**PROGRAM RATING:** ★★★★★ | 4.4

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.

2017
June 13–14
October 5–6

2 PROGRAM DAYS / $3,500

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

**PROGRAM RATING:** ★★★★★ | 4.4

TRANSFORMING YOUR LEADERSHIP STRATEGY

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

Panos Efsta
Global Services Manager, Operations & Quality Excellence
CPA Global
U.S.

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★

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MIT Regional Entrepreneurship Acceleration Program (REAP)

REAP is a unique multi-year program for cross-functional teams designed to help regions engage with MIT in an evidence-based approach to strengthening innovation-driven entrepreneurial (IDE) ecosystems. This is achieved by implementing a strategy based on research insights and frameworks developed at MIT. Participants attend three-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. Participants also experience cross-regional collaboration and breaking down of traditional boundaries through the common purpose of facilitating meaningful economic and social outcomes.

WHO SHOULD ATTEND: each region will assemble an initial cross-functional team of 5–8 members, representing five major stakeholders (Economic Development/Government, Entrepreneurs, Risk Capital, Large Corporations, and Universities)

2016-2019 COHORT
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)
3 days per workshop; 4 workshops total
Workshops, virtual mentoring, regional projects, and online tools are blended in the 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

2017
April 4–5
June 22–23
October 12–13

2 PROGRAM DAYS / $3,900

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

2017
March 16–17
September 28–29

2 PROGRAM DAYS / $3,900

PROGRAM FACULTY: Deborah Ancona, Tara Swart

PROGRAM RATING: ★★★★★ | 4.4

“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
Sports Analytics Management NEW

While the sports industry is an analytics pioneer, data-driven decision making has become essential to business success in nearly every industry. This program provides executives the opportunity to engage in the guided strategic thinking necessary to develop, refine, and implement an analytics program for their organization. Participants will learn the keys to building and organizing an analytics team that delivers insights to all parts of an organization, as well as a framework for developing an analytics strategy that includes problem definition and data collection, data warehousing, analysis, and decision making. In addition, the course will explain how organizations can use analytics to drive additional revenue and operate more efficiently.

WHO SHOULD ATTEND: sports executives; non-sports executives; executives seeking to refine and implement an analytics strategy for their organization; executives transitioning to a leadership role that involves analytics

2017
March 6–7
October 18–19

2 PROGRAM DAYS / $3,900

PROGRAM FACULTY: Ben Shields

PROGRAM RATING: New program. Rating not yet available.

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 Model is a powerful tool for understanding and integrating four critical components of leadership—sensemaking, relating, visioning, and inventing. This is a highly interactive program with many exercises in small groups and lots of moving around. Laptops are not recommended.

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

2017
March 23–24
September 26–27

2 PROGRAM DAYS / $3,900

PROGRAM FACULTY: Deborah Ancona

PROGRAM RATING: ★★★★★ | 4.4

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: ★★★★★

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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

2017
March 7–8
July 13–14
October 3–4

2 PROGRAM DAYS / $3,700

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

2016–2017
November 22, 2016 – August 25, 2017

25 PROGRAM DAYS / $35,000

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

IN COLLABORATION WITH
Eruditus Executive Education

PROGRAM FACULTY: Deborah Ancona, William Aulet, Pierre Azoulay, Jared Curhan, Charles Fine, Tara Swart, Catherine Tucker, John Van Maanen

PROGRAM RATING: ★★★★★ | 4.5

“Great experience! John Sterman is an outstanding professor, and the balance between content, tools and examples is perfect.”

Guillermo Francisco Gelonch
Professor
Universidad Nacional de Tres de Febrero
Argentina

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 out front and stay there. 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. Through “Practitioners’ Corner” Sessions, 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
November 3–4

2017
March 20–21
June 20–21
October 10–11

2 PROGRAM DAYS / $3,900

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

2017
April 6–7
June 15–16
October 12–13

2 PROGRAM DAYS / $3,700

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

PROGRAM RATING: ★★★★★ | 4.3

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

2017
TBD

2 PROGRAM DAYS / $4,500

PROGRAM FACULTY: Donald Sull

PROGRAM RATING: ★★★★★ | 5.0

All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of September 2016. Please visit executive.mit.edu for the most current information.
Developing and Managing a Successful Technology 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
November 1–2

2017
March 28–29
June 22–23
October 23–24

2 PROGRAM DAYS / $3,700

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

2017
April 13–14
June 29–30
October 16–17

2 PROGRAM DAYS / $3,900

PROGRAM FACULTY: Sinan Aral

PROGRAM RATING: ★★★★★★ | 4.9

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

2017
February 26 – March 3

5 PROGRAM DAYS / CHF11,500
LAUSANNE, SWITZERLAND

2017
September 24–29

5 PROGRAM DAYS / $11,500
CAMBRIDGE, MASSACHUSETTS

PROGRAM FACULTY: Charles Fine, Bill Fischer, Duncan Simester

PROGRAM RATING: ★★★★★★ | 4.6

“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
Innovation Ecosystems for Corporate Leaders: Strategic Approaches to Engagement for Sustainable Competitive Advantage

Based on MIT’s research into the science of “innovation ecosystems,” this course equips executives with the high-level frameworks and tools necessary to understand their innovation landscape. It allows them to capture “innovation-driven entrepreneurial advantage” by providing leadership as stakeholders in innovation ecosystems. Participants will learn ways to assess their local and other ecosystems as potential locations for innovation centers, as well as ways to partner with startup entrepreneurs, research universities, “risk capital” providers, and corporate/government stakeholders.

WHO SHOULD ATTEND: executives in public and private sectors including senior managers; C-suite executives; future leaders; those interested in encouraging innovation in their organizations or regions through leveraging “innovation ecosystems”; participants from developed as well as emerging markets

2017
March 30–31
June 27–28
November 7–8

2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Phil Budden, Fiona Murray

PROGRAM RATING: New program. Rating not yet available.

“... 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
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**
November 14–15

**2017**
March 30–31
June 5–6
November 14–15

**2 PROGRAM DAYS / $3,900**

**PROGRAM FACULTY:** Phil Budden, Hal Gregersen

**PROGRAM RATING:** ★★★★★ | 5.0

Leadership by Design: Innovation Process and Culture

This program is intended to introduce the concepts of human-centered design to individuals and teams who are not already familiar with these design-based concepts and their applications. 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 also will 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

**2017**
June 27–28
November 9–10

**2 PROGRAM DAYS / $3,900**

**PROGRAM FACULTY:** Matthew Kressy

**PROGRAM RATING:** ★★★★☆ | 2.3

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, analyze company strengths, and assess 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

**2017**
March 16–17
July 11–12
November 2–3

**2 PROGRAM DAYS / $3,700**

**PROGRAM FACULTY:** Catherine Tucker

**PROGRAM RATING:** ★★★★★ | 4.8

“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
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

2017
April 13–14
June 15–16
October 25–26

**2 PROGRAM DAYS / $3,700**

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

**PROGRAM RATING:** ★★★★★ | 4.2

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Pricing 4Dx (live online)

This program will help managers increase their level of pricing sophistication and mitigate mistakes regarding pricing strategy. Participants will practice calculating price elasticities for different customers, and learn about correct survey techniques to ask the right pricing questions before a product is launched. Participants will collaborate virtually and interact in real time with high-quality video lessons, other participants, and faculty through personalized avatars in an immersive, virtual classroom. This technical class will require the use of spreadsheets, data analysis, and specific technology (e.g., Terf, Sawtooth). A high-speed internet connection with adequate bandwidth is essential.

In advance of the program, participants must attend a webinar to meet other participants, propose project ideas, and form small project groups.

**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; executives in larger companies in charge of launching new products

2016
November 29 – December 14

2017
April 25 – May 10

**2 PROGRAM DAYS / $4,500**

**ONLINE PROGRAM**

Held three days per week for two weeks from 10:00 a.m. – 12:00 p.m. U.S. Eastern Time, plus a project report on the third week. The sessions may be extended by a half hour each day, if necessary.

**PROGRAM FACULTY:** Catherine Tucker

**PROGRAM RATING:** ★★★★★ | 4.0

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STRATEGIES FOR SUSTAINABLE BUSINESS

“Cannot love this course more! The professors were so enthusiastic about their teaching, discussion, and also their research ... 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: ★★★★★

executive.mit.edu 26
Revitalizing Your Digital Business Model

As powerful, readily accessible digital technologies create new business opportunities, enterprises need to reimagine their business models. MIT Sloan researchers have studied how companies can define visions and build the capabilities to compete in this increasingly competitive business environment. This program presents leading-edge frameworks and practices for defining digital strategy, monetizing data, redesigning the workplace, and establishing powerful ecosystems. Examples from successful companies will help 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

2017
April 11–12
November 16–17

2 PROGRAM DAYS / $3,500

**PROGRAM FACULTY:** Kristine Dery, Jeanne Ross, Barbara Wixom, Stephanie Woerner

**PROGRAM RATING:** ★★★★★ | 4.5

Strategies for Sustainable Business

This program uniquely applies MIT frameworks of process improvement and system dynamics to the topic of sustainability so that participants return to their organizations with practical strategies for manifesting consensus and change—at the micro and macro levels. The course connects executives with MIT professors and researchers who are currently breaking new ground in sustainability thinking and practice. Participants place current business practices in a socioeconomic context and leave with well-grounded strategies for making sustainability a reality in their organizations, industries, and communities.

**WHO SHOULD ATTEND:** functional and business unit leaders responsible for advancing sustainability; investment professionals charged with aligning socially responsible investments with value; professionals who need to understand strategies that promote sustainable business practices; environmental consultants who want to prove the value of sustainability in the marketplace; NGO and government leaders who need a business-centered but cross-sectoral perspective on sustainability

2017
March 22–24
October 18–20

3 PROGRAM DAYS / $4,900

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

**PROGRAM RATING:** ★★★★★ | 4.9

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 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; consultants; managers and entrepreneurs who manage multinational corporations or companies with international clients

2017
June 13–14
October 16–17

2 PROGRAM DAYS / $3,700

**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 global markets 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, Latin America, 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

2017
March 13–15
June 7–9
October 30 – November 1

3 PROGRAM DAYS / $4,900

PROGRAM FACULTY: Roberto Rigobon

PROGRAM RATING: ★★★★★ | 4.9

“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.
Developing a Leading Edge Operations Strategy

Enterprises are increasingly complex, with supply chains, manufacturing, and service delivery processes spanning cultures, geographies, and geopolitical situations. To navigate this intricate environment, executives need to make efficient use of a company's materials and processes, manage complicated global networks, optimize service and quality levels of performance, and minimize risks. This program draws on real issues confronting manufacturing and service companies, providing strategic frameworks to enable executives to help their companies deliver high-quality products and services to their customers. Participants are encouraged to bring a laptop to take part in an Excel exercise.

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

2017
March 23–24
July 27–28
November 9–10
2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Vivek Farias, Thomas Roemer, Zeynep Ton

PROGRAM RATING: ★★★★★ | 4.3

Essential IT for Non-IT Executives

This course helps managers from various areas of expertise to better understand information technology concepts and language, so they can work together efficiently and productively and appreciate the role IT can play in an organization's success. The program is designed to make managers confident in resolving IT issues, working with IT staff to make better decisions, and delivering 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

2017
March 30–31
October 25–26
2 PROGRAM DAYS / $3,500

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 their work design and 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

2017
March 14–15
July 20–21
October 31 – November 1
2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Sheila Dodge, Don Kieffer, Nelson Repenning

PROGRAM RATING: ★★★★★ | 4.6

"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
Implementing Industry 4.0: Leading Change in Manufacturing and Operations NEW

In the race to implement new manufacturing technologies and systems such as the Internet of Things (IoT), many forget that factories and operations have existing systems that may resist change. The first priority in implementing large-scale changes in industrial operations should be to make this invisible part of the system—the “hidden factory”—visible. The identification and creative elimination of these “hidden factories” will result in more productive and safer operations. This course will discuss how to develop a company culture that puts people first in the new world of Industry 4.0 and the IoT.

WHO SHOULD ATTEND: executives and key staff who want to integrate new industrial technology into existing facilities; executives of companies developing new industrial products and services interested in accelerating adoption rate through a better understanding of customers’ needs

2017
April 4–5
July 11–12
November 7–8

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: John Carrier,
John Van Maanan

PROGRAM RATING: New program. Rating not yet available.

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 systematic way. Bring a laptop to participate in an Excel exercise. This program includes optional homework.

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

2017
July 18–19
October 23–24

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Steven Eppinger

PROGRAM RATING: ★★★★★ | 4.4

“... 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
SLEEP COULD BE THE REAL SECRET TO SUCCESS

“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

Managing Product Platforms: Delivering Variety and Realizing Synergies

This course introduces participants to 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 variety 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

2017
March 28–29
July 13–14
October 23–24

2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Bruce Cameron

PROGRAM RATING: ★★★★★ | 5.0

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

2017
March 16–17
November 2–3

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: John Core, Christopher Noe

PROGRAM RATING: ★★★★★ | 4.3

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

2017
March 16–17
November 2–3

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Geoffrey Parker

PROGRAM RATING: ★★★★★ | 4.5

Technology, Operations, and Value Chain Management
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. 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

2017
March 21–22
July 25–26
November 7–8

2 Program Days / $3,500

Program Faculty: Thomas Roemer,
David Simchi-Levi

Program Rating: ★★★★★ | 4.3

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

2017
November 13–17

5 Program Days / $8,900

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

Program Rating: ★★★★★ | 4.8

MANAGING PRODUCT PLATFORMS: DELIVERING VARIETY AND REALIZING SYNERGIES

“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.”

Tigh Holmstrom
Director, IT
QRI International, LLC
U.S.

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
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
“Kendall Square has been called ‘the most innovative square mile on earth’ and with good reason. Thanks in large part to the many biotech and tech firms that are anchored in Cambridge—and in no small part, to MIT. Our cutting-edge programs, esteemed faculty, and innovative leaders from a wide range of industries, countries, and functions who attend our programs all contribute to this vibrant, forward-thinking environment.”

— Peter Hirst, Associate Dean, MIT Sloan Executive Education
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 recognized 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
VIRTUAL CAPABILITIES:
Cutting-Edge Distance Learning
Designed specifically for your organization, our digital programs fit the way you learn and work in today’s economy. Take programs where and how you wish with a digital toolkit that is composed of immersive platforms, virtual classrooms, interactive simulations, and shared online activities that have the flexibility to meet your organizational learning effectively and efficiently.

GRAPHIC FACILITATION:
Concepts Worth Capturing
Custom programs generate ideas and solutions worth capturing. In many of these programs, our graphic facilitator records the concepts and content, providing participants with powerful tools that aid in decision making.

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 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 more than 15 individuals to any number of our open enrollment courses may qualify for additionally discounted pricing. Contact sloanexeced@mit.edu to learn more.

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.
ATTEND OUR COURSES FROM VIRTUALLY ANYWHERE

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:

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<td>Investment Management Theory and Practice: A CIMA® Certification Registered Education Program (online)</td>
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This page is from MIT Sloan Executive Education, a section of MIT Sloan's online learning offerings.
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-RENOWNED 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’sinnovation@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.
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<tr>
<td>Communication and Persuasion in the Digital Age</td>
<td>MAR 9-10, APR 15-16</td>
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<tr>
<td>Creating High Velocity Organizations</td>
<td>MAY 28-29, JUN 27-28</td>
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<tr>
<td>Entrepreneurship Development Program</td>
<td>JUL 16-17</td>
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<tr>
<td>Executive Program in General Management (EPGM)</td>
<td>NOV 22, 2016 - AUG 25, 2017</td>
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<tr>
<td>Fundamentals of Finance for the Technical Executive</td>
<td>OCT 20-21, NOV 11-20</td>
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<td>Greater Boston Executive Program</td>
<td>DEC 8-10, 15-16</td>
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<tr>
<td>Intelligent Organizations 4Dx (live online)</td>
<td>2017 TBD</td>
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<tr>
<td>Investment Management Theory and Practice: A CIMA® Certification Registered Program (online)</td>
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<td>Leadership and the Lens: Learning at the Intersection of Innovation and Image-Making</td>
<td>NOV 8-10, DEC 14-19</td>
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<tr>
<td>Leading Change in Complex Organizations</td>
<td>DEC 14-19</td>
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<tr>
<td>Leading People at Work: Strategies for Talent Analytics</td>
<td>DEC 11-12, JAN 18-19</td>
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<tr>
<td>Managing Technical Professionals and Organizations</td>
<td>NOV 14-15, DEC 29-30</td>
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<tr>
<td>Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive</td>
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<td>MIT Regional Entrepreneurship Acceleration Program (REAP)</td>
<td>NOV 12-13, DEC 22-23</td>
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<td>Negotiation for Executives</td>
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<td>Neuroscience for Leadership</td>
<td>NOV 16-17</td>
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<tr>
<td>Sports Analytics Management</td>
<td>NOV 6-7, DEC 18-19</td>
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<tr>
<td>Transforming Your Leadership Strategy</td>
<td>NOV 23-24, DEC 26-27</td>
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<tr>
<td>Understanding and Solving Complex Business Problems</td>
<td>NOV 7-8, DEC 13-14</td>
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<tr>
<td>Building Game-Changing Organizations: Aligning Purpose, Performance, and People</td>
<td>DEC 3-4, JAN 20-21</td>
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<td>Building, Leading, and Sustaining the Innovative Organization</td>
<td>DEC 6-7, JAN 15-16</td>
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<td>Closing the Gap Between Strategy and Execution</td>
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<td>Developing and Managing a Successful Technology Strategy</td>
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<td>Digital Marketing and Social Media Analytics</td>
<td>NOV 13-14, DEC 29-30</td>
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<td>Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain</td>
<td>NOV 26-3, DEC 24-29</td>
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<td>Innovation Ecosystems for Corporate Leaders: Strategic Approaches to Engagement for Sustainable Competitive Advantage</td>
<td>NOV 30-31, DEC 27-28, JAN 14-15</td>
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<td>The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation</td>
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<td>Leadership by Design: Innovation Process and Culture</td>
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<td>Marketing Innovation</td>
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<td>Platform Strategy: Building and Thriving in a Vibrant Ecosystem</td>
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<td>Revitalizing Your Digital Business Model</td>
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<tr>
<td>Strategies for Sustainable Business</td>
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<td>Strategy in a Global World</td>
<td>NOV 13-14</td>
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<td>Understanding Global Markets: Macroeconomics for Executives</td>
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<td>Essential IT for Non-IT Executives</td>
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<td>Implementing Improvement Strategies: Dynamic Work Design</td>
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<td>Implementing Industry 4.0: Leading Change in Manufacturing and Operations</td>
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<td>Managing Complex Technical Projects</td>
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<td>Managing Product Platforms: Delivering Variety and Realizing Synergies</td>
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<td>Platform Revolution: Making Networked Markets Work for You (online)</td>
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<td>Strategic Cost Analysis for Managers</td>
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<td>Supply Chain Strategy and Management</td>
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<tr>
<td>Systematic Innovation of Products, Processes, and Services</td>
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*Note: All program dates and faculty are valid as of September 2016 and subject to change. Please visit executive.mit.edu for the most current information.*