NEW PROGRAMS P. 24–25
- Closing the Gap Between Strategy and Execution
- Digital Marketing and Social Media Analytics
- Greater Boston Executive Program
- Innovation and Images: Exploring the Intersections of Leadership and Photography
- The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation
- Investment Management Theory and Practice: A CIMA® Certification Registered Education Program (online)

PROGRAMS FOR ORGANIZATIONS P. 27

EXECUTIVE CERTIFICATES P. 5
- Management and Leadership
- Strategy and Innovation
- Technology, Operations, and Value Chain Management
If MIT were a country, it would have the 11th largest economy in the world*

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

MIT has been home to 72 Nobel laureates who span nearly all prize categories from physics to medicine to peace

*According to the Kauffman Foundation study, “Entrepreneurial Impact: The Role of MIT”

MAKING THE UNREAL APPROACH TO EXECUTIVE EDUCATION A REALITY

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

When Hurricane Sandy—the “perfect storm” that hit the U.S. Northeast coast in October 2012—made it impossible for many participants to attend the live session of the popular Big Data course, MIT Sloan Executive Education embraced the opportunity to turn a negative into a positive and to make an innovative leap. Using immersive online technology to power a virtual, collaborative environment, MIT Sloan offered Big Data 4Dx—the School’s first-ever interactive, online version of a live program.
AS A RESULT, THE MIT SLOAN SCHOOL OF MANAGEMENT IS HOME TO MANY “FIRSTS” IN EXECUTIVE EDUCATION.

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

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

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

MIT is proud to pioneer this new concept in executive education and offer a solution that ensures our participants reap the benefits of a personalized, interactive educational experience no matter where in the world they might be. See page 11 and page 12 to learn more about our newest virtual programs, Essential Law for Entrepreneurs in Innovation-Driven Startups and Growth Companies 4Dx and Intelligent Organizations 4Dx.
SINCE ITS FOUNDING, the MIT Sloan School of Management has been a leader in providing managers with the tools they need to drive innovation. From option pricing theory to system dynamics to collective intelligence, MIT Sloan’s contributions continue to enhance management education and improve its practice around the world. The School’s innovative and entrepreneurial focus has fostered internationally respected faculty who are recognized as pioneers in their fields.

THE MIT EDGE

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

Designed for senior executives and high-potential managers worldwide, our open enrollment programs reflect MIT Sloan’s core mission—to develop principled, innovative leaders and to generate ideas that advance management practice. Our more than 40 short courses are taught by senior MIT Sloan faculty and address immediate business challenges using practical tools and MIT-developed frameworks. Offered in convenient, two-day and longer formats that fit busy schedules, the courses—some of which are also online—provide excellent networking opportunities with peers from around the world.

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

executive.mit.edu/openenrollment

Multi-registration discounts are available for individual participants and teams from the same organization. For details, see page 30 or visit: executive.mit.edu/multireg
Executive Certificates

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

executive.mit.edu/planningyourcertificate

PLEASE NOTE: All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of September 2015. Please visit executive.mit.edu for the most current information.

Management and Leadership

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

2016 SAMPLE CERTIFICATE PLAN
- Building Game-Changing Organizations: Aligning Purpose, Performance, and People (Mar 14–15)
- Managing Technical Professionals and Organizations (Mar 16–17)
- Understanding and Solving Complex Business Problems (Mar 22–23)
- Communication and Persuasion in the Digital Age (Mar 24–25)

Strategy and Innovation

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

2016 SAMPLE CERTIFICATE PLAN
- Platform Strategy: Building and Thriving in a Vibrant Ecosystem (Apr 5–6)
- Managing Product Platforms: Delivering Variety and Realizing Synergies (Apr 7–8)
- Developing and Managing a Successful Technology and Product Strategy (Apr 12–13)
- Building, Leading, and Sustaining the Innovative Organization (Apr 14–15)

Technology, Operations, and Value Chain Management

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

2016 SAMPLE CERTIFICATE PLAN
- Implementing Improvement Strategies: Dynamic Work Design (Apr 12–13)
- Essential IT for Non-IT Executives (Apr 14–15)
- Supply Chain Strategy and Management (Apr 19–20)
- Strategic Cost Analysis for Managers (Apr 21–22)
EXECUTIVE CERTIFICATE HOLDERS WILL RECEIVE:

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

Advanced Certificate for Executives (ACE)

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. It 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. At least 20 program days must be attended in person rather than virtually.

2016 SAMPLE COURSE COMBINATION
2 program days each unless noted

- Creating High Velocity Organizations
- Developing and Managing a Successful Technology and Product 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
- 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)

MIT Sloan Advanced Management Program (AMP)

AMP is a month-long senior executive program designed for a select group of executives who want to create and sustain a learning community. Participants will acquire new frameworks and skills, be exposed to world-class faculty and their research, make connections with colleagues who share similar experiences, and develop an expanded sense of themselves as enterprise leaders. An intense, transformative learning experience, this program will deepen the ability of experienced executives to make significant and systemic changes in their companies and the world. In addition, the AMP program allows executives to earn the ACE during one visit to MIT.

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

2016
May 31–July 1

25 PROGRAM DAYS / $62,500 INCLUDING ACCOMMODATIONS
Limited to 35 participants

PROGRAM FACULTY: Pierre Azoulay, Phil Budden, Court Chilton, Jake Cohen, Joseph Coughlin, Steven Eppinger, Roberto Fernandez, Kristin Forbes, Hal Gregersen, Mathew Kressy, Fiona Murray, Nelson Repenning, Roberto Rigobon, Ben Shields, Duncan Simester, Ezra Zuckerman

PROGRAM RATING: ★★★★★ | 4.8
MEET SOME OF OUR FACULTY

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

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

The legacy continues to grow with thought leaders such as:

- **Deborah Ancona, Tom Malone, Wanda Orlikowski, and Peter Senge**, who developed the 4 Capabilities Leadership Framework (FCF)

- **John Sterman**, who pioneered the development of “management flight simulators” of corporate and economic systems and is a legend in the field of system dynamics

- **Steven Eppinger**, who is a trailblazer in the development of the widely used Design Structure Matrix (DSM) method for managing complex system design, which is applied primarily in the automotive, electronics, aerospace, and equipment industries

- **Eric von Hippel**, who is known for his research on how lead users of products, as opposed to those who manufacture the products, often drive the innovations of these successful new products

BREAKTHROUGH CONCEPTS AND METHODS such as the ones mentioned above are often taught in our programs by the very faculty who developed them, bringing leading-edge management research directly into the executive classroom experience.
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

BILL AULET  
SENIOR LECTURER & MANAGING DIRECTOR, THE MARTIN (1958) TRUST CENTER FOR MIT ENTREPRENEURSHIP

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

Bruce Pon, CEO, ascribe.io  
Past participant in the Entrepreneurship Development Program

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

“Truly inspiring course. Roberto led the content with transparency and articulation beyond any class I have ever taken. His energy and the simplicity of his messages is the perfect medium for conveying challenging content in an accessible format.”

Monica Nelson, Associate, CBRE  
Past participant in Understanding Global Markets: Macroeconomics for Executives

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

“Dr. George Westerman is a phenomenal teacher, and I mean teacher in the very sense of the word. It’s not easy to teach executives ... much less get their attention ... I am using the concepts for this course in my daily work having assumed executive ownership of a $15M IT project this year.”

Robert Winans, Director, Business Process Transformation, Hewlett Packard Corporation  
Past participant in Essential IT for Non-IT Executives

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

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

Who should attend: CIOs; CTOs; chief marketing officers; customer relationship managers; business intelligence professionals; government security professionals; entrepreneurs; web analysts; senior managers

2016 TBD

2 program days

Online Program

Program Faculty: Erik Brynjolfsson, Alex “Sandy” Pentland

Program rating: ★★★★★ | 4.3

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

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

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

2016

June 20-24

5 Program days / $8,700

Program Faculty: Mark Paich, Nelson Repenning, John Sterman

Program rating: ★★★★★ | 4.7

Communication and Persuasion in the Digital Age

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

Who should attend: people in sales and marketing; planning and development; operations management; strategic partnerships; supply-chain agreements; recruitment and human resources

2015

October 21-22

2016

March 24-25

June 21-22

October 11-12

2 Program days / $3,300

Program Faculty: Edward Schiappa, JoAnne Yates

Program rating: ★★★★★ | 4.5

Takeaways: Entrepreneurship Development Program

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

- The smartest, most high achieving people in the room
- Individualists

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

**2015**
- October 27–28

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

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

**PROGRAM FACULTY:** Roberto Fernandez, Steve Spear

**PROGRAM RATING:** ★★★★★ | 4.3

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

**2016**
- January 24–29

**5 PROGRAM DAYS / $10,500**

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

**PROGRAM RATING:** ★★★★★ ★★★★★ | 4.8

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

Bertrand Liang
Managing Director
LCC Ventures
USA

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

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

Who should attend: founders; early employees; financial or strategic investors; potential buyers of a venture; board members; advisors; consultants

2016
TBD

2 Program Days / $3,300
Online Program
Held on consecutive Thursdays from 12:00 p.m. – 2:00 p.m.
U.S. Eastern Time

Program Faculty: John Akula

Program Rating: ★★★★★ | 4.6

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

2015
November 17–18

2016
June 23–24
October 4–5

2 Program Days / $3,300

Program Faculty: Paul Mende

Program Rating: ★★★★★ | 4.3

Global Executive Academy (multi-language)

This program is a transformative learning experience designed to fit the time and language constraints of seasoned global executives. A new frontier in executive education, it brings MIT content to the non-English speaking world through a multilingual educational experience that draws on four existing open enrollment programs, which are simultaneously translated into Arabic, English, Mandarin, Portuguese, Russian, and Spanish. At the conclusion of the Academy participants will earn an Executive Certificate in Management and Leadership.

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

2016
July 12–21

8 Program Days / $14,900

Program Faculty: Roberto Fernandez, Ralph Katz, Jay Paap, Edward Schiappa, Ben Shields, Steve Spear, John Van Maanen

Program Rating: ★★★★★☆ | 4.6

Takeaways: Intelligent Organizations 4Dx (online)

What makes a group smart? In his research, Director of the MIT Center for Collective Intelligence Thomas Malone has discovered that the intelligence of a group is not determined by the number of smart people in the group, but rather by three factors:

- The average social perceptiveness of the group members
- Whether one member dominates the conversation or all members have an equal opportunity to speak
- The percentage of women in the group

To find out more, go to edge.org/conversation/collective-intelligence
Intelligent Organizations
4Dx (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

2015
October 13–November 17

2016
TBD

2 PROGRAM DAYS / $3,300

**ONLINE PROGRAM**

Held on consecutive Tuesdays from 10:00 a.m. – 12:00 p.m.
U.S. Eastern Time

**PROGRAM FACULTY:** Thomas Malone

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

Leading Change in Complex Organizations

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

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

2016
May 15–20

5 PROGRAM DAYS / $8,900

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

**PROGRAM RATING:** ★★★★★ | 4.8

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
USA

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★★
Date Attended: Nov 11, 2014
Date Reviewed: Nov 26, 2014
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

**2015**
October 19–20

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

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

**PROGRAM FACULTY:** Ralph Katz

**PROGRAM RATING:** ★★★★★ | 4.4

Maximizing Your Personal Productivity

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

**2015**
November 12–13

**2016**
July 26–27
September 29–30

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

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

**PROGRAM RATING:** ★★★★★ | 4.3

MIT Regional Entrepreneurship Acceleration Program (REAP)

REAP is a multi-year program for cross-functional teams designed to help regions promote economic development and job creation by implementing an innovation-based entrepreneurial ecosystem. Participants attend two-and-a-half day workshops twice a year for at least two years. On site, they are exposed to the theory and practice of developing regional clusters of innovation-based entrepreneurship, collaborate by breaking down traditional boundaries, and focus on the common purpose of regional economic development.

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

Program runs for two years starting in October of each year

**2016–2018 COHORT**
Application deadline: April 2016
Program start: October 2016

**10 PROGRAM DAYS / $300,000**
(covers tuition for two years for the entire team of 5–8 participants)

2.5 days per workshop; 4 workshops total

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

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

**PROGRAM RATING:** ★★★★★ | 5.0

**TAKEAWAYS:** Neuroscience for Leadership

Neuroscientist and Executive Leadership Coach Tara Swart offers several ways in which neuroscience can improve leadership style. It can help you:

- Embrace rapid prototyping: fail fast and often
- Explore disruptive innovation—an innovation that displaces an earlier technology while creating a new market and value network
- Adapt design thinking, which combines empathy, creativity, and rationality
- Break large projects into bite-sized chunks

To learn more, read her blog post at [executive.mit.edu/changing-minds](http://executive.mit.edu/changing-minds)
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

2015
October 15–16

2016
March 8–9
June 16–17
October 6–7

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

**PROGRAM FACULTY:** Jared Curhan

**PROGRAM RATING:** ★★★★★ | 4.9

Neuroscience for Leadership

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

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

2015
November 10–11

2016
March 10–11
October 13–14

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

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

**PROGRAM RATING:** ★★★★★ | 4.4

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**Lisa Stefanoff**
Chief IT Director
Specialty Food Association
USA

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.

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

**Date Attended:** Apr 10, 2014
**Date Reviewed:** Apr 17, 2014
Strategic Marketing for the Technical Executive

This program helps participants leverage marketing concepts and research to influence the outcomes of product development and project management. Participants learn how to evaluate market attractiveness, manage the tradeoff between risk and information in the product development process, think about the design and management of distribution channels, and understand complex pricing decisions. Participants will learn a common language so they can interact more effectively with marketing and strategy professionals.

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

**2015**
- October 13–14

**2016**
- October 11–12

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

**PROGRAM FACULTY:** Catherine Tucker

**PROGRAM RATING:** ★★★★★ | 4.7

Transforming Your Leadership Strategy

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

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

**2015**
- November 3–4

**2016**
- July 21–22
- October 25–26

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

**PROGRAM FACULTY:** Deborah Ancona

**PROGRAM RATING:** ★★★★★ | 4.3

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 strategists.

**2015**
- October 29–30

**2016**
- March 22–23
- June 6–7
- October 17–18 (tentative)

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

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

**PROGRAM RATING:** ★★★★★ | 4.6
Executive Program in General Management (EPGM)

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

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

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

25 PROGRAM DAYS / $33,000
EPGM includes immersion modules at MIT Sloan and in Malaysia, and online modules, as well as select open enrollment courses at MIT Sloan.

PROGRAM PARTNER
Eruditus Executive Education

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

PROGRAM RATING: New program. Rating not yet available.

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
USA

Overall: ★★★★★
Application: ★★★★★
Content: ★★★★★
Experience: ★★★★☆
Date Attended: Apr 8, 2014
Date Reviewed: Apr 9, 2014

"executive.mit.edu"
Building Game-Changing Organizations: Aligning Purpose, Performance, and People

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

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

2015
October 15–16
2016
March 14–15
June 6–7

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Douglas Ready

PROGRAM RATING: ★★★★★ | 4.6

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

2015
October 29–30
2016
April 14–15
June 16–17
October 27–28

2 PROGRAM DAYS / $3,300

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

PROGRAM RATING: ★★★★☆ | 4.2

Developing and Managing a Successful Technology and Product Strategy

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

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

2015
October 19–20
2016
April 12–13
June 14–15
November 1–2

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Pierre Azoulay, Ezra Zuckerman

PROGRAM RATING: ★★★★☆ | 4.4

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

In their research, MIT Sloan Senior Lecturer Douglas Ready and his colleagues discovered that game-changing organizations share certain traits. They are:

- Purpose-driven
- Performance-oriented
- Principles-led
- Have superior talent strategies

In order to succeed, top executives must commit to a solid recruitment strategy. Investing in the right people to execute an organization’s vision is critical.
Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain

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

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

2016
February 28–March 4
5 PROGRAM DAYS / CHF11,500
Lausanne, Switzerland

2016
September 18–23
5 PROGRAM DAYS / $11,500
Cambridge, Massachusetts

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

PROGRAM RATING: ★★★★★ | 4.6

Platform Strategy: Building and Thriving in a Vibrant Ecosystem

Some of the most profitable and successful firms are those that have adopted a digital platform model—a strategy where two or more disparate groups interact over a platform to co-create value. This program draws on recent MIT Sloan research and lessons learned by companies that have grown out of the innovative ecosystem around MIT. Participants will be exposed to strategic thinking and tools often not found in more traditional approaches to enterprise and product strategy, and discover how business strategies can be revised for success.

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

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

PROGRAM FACULTY: Pierre Azoulay, Catherine Tucker

PROGRAM RATING: ★★★★☆ | 4.1

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

Justin Hutchens
CEO and President
National Health Investors
USA

Strategy and Innovation Executive Certificate holder
Revitalizing Your Digital Business Model

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

Who Should Attend:

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

2015
October 13–14

2016
October 17–18

2 Program Days / $3,300

Program Faculty:
Jeanne Ross, Peter Weill, Barbara Wixom, Stephanie Woerner

Program Rating: ★★★★★ | 4.6

Strategies for Sustainable Business

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

Who Should Attend: general managers in global businesses; NGO and government leaders who need a business-centered but cross-sectoral perspective on sustainability; innovators for sustainability in private, public, NGO, and hybrid sectors who want to identify opportunities for innovation and assess their impact on global sustainability

2015
October 26–28

2016
March 7–9
October 19–21 (tentative)

3 Program Days / $4,300

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 expand their focus beyond traditional views and develop a wider vision that encompasses aspects of being a global organization. This program explores how to build lasting success in a changing global marketplace and introduces concepts and frameworks used to understand the relevance, challenge, and management of global integration in multinational corporations.

Who Should Attend: CEOs; COOs; presidents; executive vice presidents; vice presidents of marketing and new venture development; heads of research and development, engineering, manufacturing, and IS; entrepreneurs; corporate managers and strategists; senior managers; venture capitalist managers; managers and entrepreneurs who manage multinational corporations or companies with international clients

2015
October 19–20

2016
June 6–7
November 7–8

2 Program Days / $3,300

Program Faculty:
Donald Lessard, Eleanor Westney

Program Rating: ★★★★★ | 4.2

Takeaways: Revitalizing Your Digital Business Model

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

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

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

This course introduces participants to some of the most important concepts in macroeconomics and international economics today. It is designed to help executives understand and predict the performance of economies in order to mitigate risk, develop growth plans, and make investment decisions, both locally and abroad. The program addresses dynamics of comparative advantage, sources of international conflict, and varied responses of economies to crisis. Participants get an in-depth look at comparative advantages and crises in Europe, Asia, and the U.S.

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

**2015**
October 21–23

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

3 PROGRAM DAYS / $4,300

**PROGRAM FACULTY:** Roberto Rigobon

**PROGRAM RATING:** ★★★★★ | 4.8

Understanding the Transformation and Globalization of Monetary Policy

This program helps executives understand how global monetary policy has evolved, where it may be heading, and how these transformations could impact emerging markets and companies operating in these markets. Participants encounter new forms of monetary policy and learn lessons for facing the next financial crisis. The course examines the transformation of monetary policy since the global financial crisis and its effects on countries and companies around the world.

**WHO SHOULD ATTEND:** financial and investment professionals responsible for managing assets and interest-rate sensitive portfolios; economists; financial analysts; comptrollers; CFOs; loan officers; bankers; business professionals affected by interest-rate movement and monetary policy

**2015**
October 7–8

**2016**
TBD

2 PROGRAM DAYS / $4,500

**PROGRAM FACULTY:** Kristin Forbes, S. P. Kothari, Athanasios Orphanides

**PROGRAM RATING:** ★★★★★ | 5.0

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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. [There was] great interaction with students and the course also offered many opportunities for students to interact.

*Alan Gong, President and CEO, WBG Internationals LLP, USA*

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

executive.mit.edu
Developing a Leading Edge Operations Strategy

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

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

2015
November 3–4
2016
July 19–20

2 Program Days / $3,300

Program Faculty: Vivek Farias, Donald Rosenfield, Zeynep Ton

Program Rating: ★★★★★ | 4.3

Essential IT for Non-IT Executives

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

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

2015
November 17–18
2016
April 14–15
October 13–14

2 Program Days / $3,300

Program Faculty: Jeanne Ross, George Westerman, Barbara Wixom

Program Rating: ★★★★★ | 4.5

Implementing Improvement Strategies: Dynamic Work Design

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

Who Should Attend: executives, senior managers, and leaders from all industries and in all management functions

2015
November 19–20
2016
April 12–13
July 28–29
October 10–11 (tentative)

2 Program Days / $3,300

We will be offering an additional, optional one-day Application Workshop April 14, 2016; cost is $1,400

Program Faculty: Sheila Dodge, Don Kieffer, Nelson Repenning

Program Rating: ★★★★★ | 4.7

Takeaways: Developing a Leading Edge Operations Strategy

MIT Sloan Adjunct Associate Professor Zeynep Ton says “bad jobs” demotivate workers and contribute to a sluggish economy. Businesses can still be profitable while investing in their employees. They can implement the “good jobs strategy” by:

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

Watch Ton’s webinar about the good jobs strategy at executive.mit.edu/ton-webinar
Managing Complex Technical Projects

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

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

2015
November 10–11

2016
July 26–27
October 6–7

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Steven Eppinger

PROGRAM RATING: ★★★★★ ★ | 4.4

Managing Product Platforms: Delivering Variety and Realizing Synergies

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

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

2015
November 5–6

2016
April 7–8
October 17–18

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Bruce Cameron, Michael Cusumano

PROGRAM RATING: ★★★★★★ | 5.0

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

Brian Ahlborn
CEO
Nascent Consulting & Brokage
USA

Technology, Operations, and Value Chain Management Executive Certificate holder
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

2015
November 12–13

2016
April 21–22
September 29–30

2 Program Days / $3,300

**Program Faculty:** Jake Cohen, John Core, Michelle Hanlon, Scott Keating, Christopher Noe, Rodrigo Verdi

**Program Rating:** ★★★★★ | 4.3

Supply Chain Strategy and Management

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

**Who Should Attend:** Senior managers responsible for the general business and strategic management of product supply and development; vice presidents and directors of manufacturing, product development, transportation, logistics, inventory, and purchasing; general managers; strategic planners; supply chain managers; project managers

2015
November 5–6

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

2 Program Days / $3,300

**Program Faculty:** Thomas Roemer, David Simchi-Levi

**Program Rating:** ★★★★★ | 4.2

Systematic Innovation of Products, Processes, and Services

This program blends perspectives of marketing, design, and engineering into a systematic approach for delivering innovation, and presents methods that can be immediately implemented. Participants discuss the product or service life cycle, from business strategy and technology roadmapping, to customer and market analysis, to implementation and pricing. The course addresses how to lead innovation processes in today’s globally connected market and build business processes that create lasting value.

**Who Should Attend:** People responsible for creating and marketing new products, business processes, and services; vice presidents of product and service management, product planning; directors of technology, process engineering, product and service marketing and development, design, product engineering, process quality; managers of engineering, development, innovation, and business development

2015
November 14–18

2016
November 14–18

5 Program Days / $8,500

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

**Program Rating:** ★★★★★★ | 4.8
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 course 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.

2015
October 29–30

2016
June 21–22

2 PROGRAM DAYS / $4,500

PROGRAM FACULTY: Donald Sull

PROGRAM RATING: New program. Rating not yet available.

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.

2015
October 21–22

2016
TBD

2 PROGRAM DAYS / $3,300

PROGRAM FACULTY: Sinan Aral

PROGRAM RATING: New program. Rating not yet available.

Greater Boston Executive Program

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

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

2016
March 7–April 25

8 PROGRAM DAYS / $10,000

Held on eight consecutive Mondays (9:00 a.m. – 5:00 p.m.)
Limited to 35 participants

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

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

PROGRAM RATING: New program. Rating not yet available.
Innovation and Images: Exploring the Intersections of Leadership and Photography

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

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

2015
October 15–17

2016
TBD

3 program days / $4,500

Program Faculty: Sam Abell, Hal Gregersen


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

2015
November 19–20

2016
March 10–11

2 program days / $3,300

Program Faculty: Hal Gregersen

Program Rating: ★★★★★ | 5.0

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

Asking the right questions is essential when searching for solutions. To help leaders with this process, Hal Gregersen, Executive Director of the MIT Leadership Center, has developed Catalytic Questioning—a strategic alternative to traditional brainstorming:

- Pick a problem that needs to be addressed
- Brainstorm an exhaustive list of questions about the problem in four minutes
- Narrow the list to three or four of the most relevant
- Search for answers through observation and networking with diverse audiences
- Leverage new information into creative solutions

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

2015–2016
December 1-January 29

5 program days / $3,995

Online Program

This program is asynchronous; participants may complete course content in any order at their own pace during the course session

Program Faculty: Jim Dobbs, Andrew Lo, John Nersesian, Scott Thayer

KENDALL SQUARE
where innovation and education meet

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

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

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

LOOKING FOR A DEGREE PROGRAM AT MIT?

MIT Sloan Fellows Program in Innovation and Global Leadership

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

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

MIT Executive MBA

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

Learn more about the MIT Executive MBA at: emba.mit.edu or call 617-253-5033
Influential organizations around the world engage MIT Sloan to help transform their organizations, develop skilled technical leaders, and embark upon strategic business initiatives that require new methods and models.

Here, at the intersection of management and technology, we offer companies a powerful and unique integration of knowledge and resources. True to our motto *Mens et Manus* (Mind and Hand), MIT Sloan’s custom programs give participants an opportunity to apply MIT-developed theories to actual problems and opportunities, both in the classroom and back at their organization.

Our world-renowned faculty will work closely with you to integrate their proven and practical research with your company’s strategy, technology, people, and short- and long-term goals. This deep level of collaboration results in learning experiences that produce measurable and sustainable change.

**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.
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, mentored by faculty, that leverage cutting-edge research to address real company imperatives and result in recommendations for action
- Management flight simulations—interactive, virtual worlds in which executives explore and experiment with critical management issues
- “Deep dive” cases in which your organization’s real data is developed into company-specific cases and analyzed by participants

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

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

START DESIGNING YOUR EXPERIENCE

MIT Sloan approaches each of our custom engagements as a lasting, mutually productive relationship, not an isolated educational transaction. We look for companies that are interested in making fundamental, strategic changes in the way they do business. As a first step, your top executives will meet with a team of MIT Sloan’s senior faculty to share your own imperatives, culture, and purpose. We will partner with your stakeholders to tailor a program that addresses the key challenges you’ve defined. Programs may include multiple residential sessions, virtual sessions, and action learning.
In addition to custom programs, organizations can send teams to any of our 40+ open enrollment courses.

TEAM DISCOUNTS
- Organizations sending three or more participants to any of our open enrollment programs are eligible for a 15% discount. We hope team discounts encourage companies to send teams of employees to a program together, so they can develop a common understanding of the program concepts and apply their learning with greater impact in their organizations.
- Organizations sending at least 10 individuals in a given year to an open enrollment program may qualify for discounted pricing.

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

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.
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.
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.

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.
Next Steps

CONNECT WITH US

VISIT OUR WEBSITE for more details on individual programs and MIT Sloan Executive Education: executive.mit.edu

CREATE OR LOG IN TO YOUR ACCOUNT to check your certificate status, add reviews, and apply to new programs: executive.mit.edu/login

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

SIGN UP FOR OUR ENEWSLETTER executive.mit.edu/connect-with-us

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READ OUR MIT SLOAN EXECUTIVE EDUCATION INNOVATION@WORK™ BLOG executive.mit.edu/blog

FIND US ON LinkedIn, Facebook, Twitter, YouTube, and Google+

WHAT’S NEW
MIT Sloan Executive Education has added several new programs to our open enrollment portfolio in 2015. Visit executive.mit.edu/new to find out more.

FIND THE PROGRAM THAT’S RIGHT FOR YOU
We’ve made planning easy. Use the following tools to search for courses that fit your interests, schedule, or certificate track.

PROGRAM GUIDE
Download the latest program guide: executive.mit.edu/program-guide

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

ONLINE PROGRAM CALENDAR
executive.mit.edu/calendar

SAMPLE Executive Certificate Track Schedules:
executive.mit.edu/certsamples

SAMPLE ACE Certificate Schedules:
executive.mit.edu/ace

RATINGS and REVIEWS
View candid, unfiltered participant feedback on each program webpage under the “Reviews” tab at executive.mit.edu

NEW PROGRAMS
executive.mit.edu/new

WE OFFER PROGRAM DISCOUNTS
Register for more than one course on a single application and take advantage of our multi-program registration discount:
executive.mit.edu/multireg

Organizations sending three or more participants to any of our open enrollment programs are eligible for a 15% discount:
executive.mit.edu/multireg

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

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

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

<table>
<thead>
<tr>
<th>Event</th>
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<th>Date</th>
<th>Venue</th>
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<tbody>
<tr>
<td>Advanced Management Program (AMP)</td>
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<td>May 31 - July 1</td>
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<tr>
<td>Big Data 4Dx: Making Complex Things Simpler (online)</td>
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<tr>
<td>Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems</td>
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<td>Communication and Persuasion in the Digital Age</td>
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<td>Creating High Velocity Organizations</td>
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<td>27-28</td>
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<td>Entrepreneurship Development Program</td>
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<td>Essential Law for Entrepreneurs in Innovation-Driven Startups and Growth Companies 4Dx (online)</td>
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<td>Fundamentals of Finance for the Technical Executive</td>
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<td>Global Executive Academy (multi-language)</td>
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<td>23-24</td>
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<tr>
<td>Greater Boston Executive Program NEW P.24</td>
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<td>Innovation and Images: Exploring the Intersections of Leadership and Photography NEW P.25</td>
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<td>Intelligent Organizations 4Dx (online)</td>
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<tr>
<td>Investment Management Theory and Practice: A CIMA® Certification Registered Education Program (online) NEW P.25</td>
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<td>Leading Change in Complex Organizations</td>
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<td>Managing Technical Professionals and Organizations</td>
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<td>Maximizing Your Personal Productivity</td>
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<tr>
<td>MIT Regional Entrepreneurship Acceleration Program (REAP)</td>
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<td>October 2016 – 2018</td>
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<td>Negotiation for Executives</td>
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<td>15-16</td>
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<td>Neuroscience for Leadership</td>
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<tr>
<td>Strategic Marketing for the Technical Executive</td>
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<td>13-14</td>
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<tr>
<td>Transforming Your Leadership Strategy</td>
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<tr>
<td>Understanding and Solving Complex Business Problems</td>
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### STRATEGY AND INNOVATION

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<tr>
<td>Building Game-Changing Organizations: Aligning Purpose, Performance, and People</td>
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<td>Building, Leading, and Sustaining the Innovative Organization</td>
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<tr>
<td>Closing the Gap Between Strategy and Execution NEW P.24</td>
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<td>Developing and Managing a Successful Technology and Product Strategy</td>
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<td>Digital Marketing and Social Media Analytics NEW P.24</td>
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<tr>
<td>Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain</td>
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<tr>
<td>The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation NEW P.25</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>
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<td>Understanding Global Markets: Macroeconomics for Executives</td>
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<td>Understanding the Transformation and Globalization of Monetary Policy</td>
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### TECHNOLOGY, OPERATIONS, AND VALUE CHAIN MANAGEMENT

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<tbody>
<tr>
<td>Developing a Leading Edge Operations Strategy</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>Managing Complex Technical Projects</td>
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<td>Managing Product Platforms: Delivering Variety and Realizing Synergies</td>
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<td>Strategic Cost Analysis for Managers</td>
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<tr>
<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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ALL PROGRAM DATES AND FACULTY ARE VALID AS OF SEPTEMBER 2015 AND SUBJECT TO CHANGE. PLEASE VISIT EXECUTIVE.MIT.EDU FOR THE MOST CURRENT INFORMATION.