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The MIT Edge

Since its founding, the MIT Sloan School of Management has been a leader in providing managers with the progressive 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 MIT Sloan interdisciplinary approach of integrating management with science and technology directly influences our course material. Each program offers groundbreaking 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.

Innovation drives everything we do at MIT. 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, we began offering shorter executive courses so that the larger business community could benefit from our latest research and insights. Today, our executive programs continue this tradition of innovation.

Designed for senior executives and high-potential managers worldwide, our programs reflect MIT Sloan’s core mission—to develop principled, innovative leaders and to generate ideas that advance management practice. MIT is renowned for introducing innovations in executive education, some of which include IDEAS-Indonesia, a leadership program that brings together leaders from the private, government, and community sectors to address Indonesia’s complex conservation, education, and business challenges, as well as the new Global Executive Academy, a transformative learning experience designed to fit the language and time constraints of executives throughout the world. The MIT Sloan Executive Education website is a first among leading business schools to introduce program ratings and reviews. The website utilizes a collective intelligence model for gathering and sharing user-generated content to foster a virtual community of business leaders. Among other things, visitors who register can access these reviews, network with peers, and participate in online discussions.

What’s New

Keep up to date with MIT Sloan Executive Education. Please visit http://executive.mit.edu/new

MIT Sloan Executive Education

innovation@work™ Blog

Find out what our professors, experts, and guest bloggers have to say about MIT Sloan, as well as what’s happening in the world around us. Visit http://executive.mit.edu/blog

The MIT Sloan
innovation@work™ Webinar Series

Thousands of people globally have registered for our webinars. During these complimentary, live events attendees are exposed to a variety of subjects from MIT Sloan’s renowned faculty. For a recap of past webinars, go to http://executive.mit.edu/webinars
MIT Sloan Executive Education

PROGRAMS FOR INDIVIDUALS

Open Enrollment Courses

Take just one class or earn a certificate

Designed to meet the needs of senior executives and high-potential managers who are committed to furthering their professional education without compromising busy schedules, MIT Sloan Executive Education programs provide the information executives need to succeed through a wide range of open enrollment and certificate options. Taught by senior MIT Sloan faculty, executive courses address immediate business challenges using practical tools and frameworks, many of which have been developed by the faculty themselves. They provide excellent networking opportunities and convenient, flexible two-day and longer formats.

Open enrollment courses are offered in three concentrations or “tracks”: Management and Leadership; Strategy and Innovation; and Technology, Operations, and Value Chain Management. These non-degree programs can be taken individually or as part of an MIT Sloan Executive Certificate.

For more information, please visit:
http://executive.mit.edu/openenrollment

Short courses, long-term results

MIT Sloan Executive Education has more convenient two-day courses than other leading business schools. In addition, MIT offers a variety of longer programs from which to choose. Many classes are scheduled successively or “back-to-back,” so that participants can take several programs in one visit. For example, Maximizing Your Personal Productivity and Creating High Velocity Organizations meet on consecutive days during the summer. Participants often choose to take these courses together, in one trip to MIT. All programs provide immediate access to cutting-edge management thinking, enabling participants to continue their business education without disrupting their lives.

Multi-Registration Discounts are available for:

- Participants enrolling in two or more courses on the same application form
- Teams of three or more from the same organization attending a program together

For complete details, please visit:
http://executive.mit.edu/multireg

Find Your Program

Use our Program Finder to search for courses that fit your interests, schedule, or certificate track.

Scan the QR code using your smart phone or go to:
http://executive.mit.edu/program-finder
An MIT Sloan Executive Certificate is a formal recognition of professional development and a commitment to continuous learning. 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. MIT Sloan Executive Education certificate tracks focus professional development on a set of competencies that will allow participants to have an immediate and lasting impact on their organization’s future.

To qualify for each certificate, participants must complete three courses from a chosen track, along with one other course from any of the three tracks, within a four-year period.

Select a Certificate That Is Right for You
MIT Sloan’s flexible format presents applicants with a number of ways to earn a certificate by taking courses that meet their learning objectives. Once a certificate has been selected, applicants can consider various approaches and choose the programs that are right for them.

Fast Track Option
Some certificates can be earned in just two weeks. Most certificates can be completed in as little as six weeks. MIT Sloan offers several months throughout the year for executives to take a range of both two-day and longer programs that are conveniently planned to support an intensive schedule, which makes it possible to earn a certificate in just one or two trips to MIT.

Targeted to Specific Functions
MIT Sloan has a number of related courses that target specific challenges such as managing complexity, running technical organizations, or improving functional expertise in marketing, finance, or leadership, just to name a few.

For more information on Executive Certificates, please visit: http://executive.mit.edu/planningyourcertificate

The three tracks are:

- Management and Leadership
- Strategy and Innovation
- Technology, Operations, and Value Chain Management

SAMPLE 2014 EXECUTIVE CERTIFICATE TRACK SCHEDULES:

These are just three of the many different “fast track” course combinations available in one short visit, but a certificate can be earned in up to a four-year period. Visit http://executive.mit.edu/certsamples for a complete list of course combinations.

Management and Leadership

- Transforming Your Leadership Strategy (Jun 17–18)
- Supply Chain Strategy and Management (Jun 19–20)
- Understanding and Solving Complex Business Problems (Jun 24–25)
- Intelligent Organizations: Collaboration and the Future of Work (Jun 26–27)

Strategy and Innovation

- Understanding Global Markets: Macroeconomics for Executives (Jun 2–4)
- Building Game-Changing Organizations: Aligning Purpose, Performance, and People (Jun 5–6)
- Developing & Managing a Successful Technology & Product Strategy (Jun 10–11)
- Managing Complex Technical Projects (Jun 12–13)

Technology, Operations, and Value Chain Management

- Developing a Leading Edge Operations Strategy (Jun 17–18)
- Supply Chain Strategy and Management (Jun 19–20)
- Understanding and Solving Complex Business Problems (Jun 24–25)
- Strategic Cost Analysis for Managers (Jun 26–27)

Participants who earn an executive certificate will also benefit from:
- Invitations to special events and networking opportunities
- A profile in the Executive Certificate online community
- Updates on faculty research, new programs, and School initiatives
- Membership in the MIT Sloan Executive Certificate Network on LinkedIn
- A 20% discount on additional courses
Advanced Certificate for Executives in Management, Innovation, and Technology (ACE)

ACE is a unique type of Executive Certificate. In terms of innovative content, access to today’s thought leaders, and excellent networking opportunities, it is comparable to a traditional advanced management program (AMP); but unlike an AMP, ACE is not a single program with a single group of participants. ACE participants can choose the classes that best suit their interests and busy schedules. Moreover, they can start earning an ACE as soon as they enroll in a program. Take 25 program days (which include at least two courses from each track) within a four-year period.

For more information on ACE, please visit: http://executive.mit.edu/ace

SAMPLE 2014 ACE SCHEDULE:

This is an example of the many different course combinations available. This example includes all three tracks: Management and Leadership (7 programs); Strategy and Innovation (2 programs); Technology, Operations, and Value Chain Management (2 programs)

June
(17 program days):

- Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems (Jun 2–6)
- Transforming Your Leadership Strategy (Jun 17–18)
- Supply Chain Strategy and Management (Jun 19–20)
- Understanding and Solving Complex Business Problems (Jun 24–25)
- Intelligent Organizations: Collaboration and the Future of Work (Jun 26–27)

July
(8 program days):

- Developing and Managing a Successful Technology and Product Strategy (Jun 10–11)
- Managing Technical Professionals and Organizations (Jul 8–9)
- Implementing Improvement Strategies: Practical Tools and Methods (Jul 10–11)
- Maximizing Your Personal Productivity (Jul 15–16)
- Creating High Velocity Organizations (Jul 17–18)

Participants who earn an ACE will also benefit from:
- Invitations to select MIT Sloan events
- Participation in the MIT Sloan network
- Inclusion in the MIT Sloan alumni directory
- Subscription to the MIT Sloan alumni enewsletter
- An MIT Sloan email-forwarding-for-life address
- A 20% discount on additional courses

MIT Sloan Advanced Management Program (AMP)

Formerly Advanced Certificate for Senior Executives (ACSE)

AMP is composed of an intensive five weeks that expose senior business leaders from around the globe to MIT Sloan’s world-class faculty and their research. This program combines custom components on corporate strategy, leadership, and innovation with open enrollment sessions on macroeconomics, globalization, system dynamics, leadership, and collective intelligence. As an added benefit for those with busy schedules, the AMP program allows executives to earn the ACE during one visit to MIT.

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

Program Faculty: Deborah Ancona, Pierre Azoulay, Court Chilton, Roberto Fernandez, Steve Spear, Ezra Zuckerman

Program Rating: ★★★★★ | 4.7
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. These courses are ideal 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 skills in marketing, finance, organizational processes, change management, and systems thinking, and offers cutting-edge solutions to problems that executives face in their workplace every day.

Big Data: Making Complex Things Simpler

A variety of management challenges such as employee productivity, creative output, and understanding customer preferences become more simple once viewed through the lens of “big data.” This program introduces participants to big data: what it is, how to get it, and how to use it to an organization’s advantage. In addition, the course illustrates how data about behaviors and social networks can be used to elevate a company’s level of performance. Big data—especially data about individual behavior and how it is impacted by interaction with others—gives valuable insight into a variety of business scenarios. As individuals gain control over pertinent data, they are more willing to share that data, which, in turn, increases an organization’s levels of efficiency—something that appeals to both regulators and watchdog groups.

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

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

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

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

“This program has given me new tools, new ways of looking at the world, at projects, at systems, and even at the organization and the broader world at large.”

Derik Mantel
Project Manager
Faegre & Benson, LLP
United States

Please Note: All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. Overall Program Ratings are accurate as of January 2014. Please visit http://executive.mit.edu for the most current information.
Creating High Velocity Organizations

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

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

Entrepreneurship Development Program

This unique course introduces participants to MIT’s entrepreneurial education programs, technology transfer system, and global entrepreneurial network. It covers the entire venture creation process, from generating ideas to building viable global businesses, with a special emphasis on the nurturing roles of corporations, universities, governments, and foundations. It draws from the vast culture of innovation and entrepreneurship at MIT.

**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; and regional development officers

Essential Law for Executives: The MIT Advantage

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

**Who should attend:** C-level executives; presidents; vice presidents of research and development, marketing, supply chain management, engineering, manufacturing, human resources, and IS; and corporate planners and strategists

*Faculty Spotlight* John Akula discusses the law-sensitive skills needed by managers, as well as the legal framework of entrepreneurship, technology, innovation, and finance. He teaches in *Essential Law for Executives: The MIT Advantage.*

Learn more at [http://executive.mit.edu/akula](http://executive.mit.edu/akula)
Fundamentals of Finance for the Technical Executive

This program focuses on basic financial principles for project evaluation, funding, and resource allocation. It is designed to provide senior technical managers with the financial concepts, strategies, and tools needed to deal more effectively with corporate finance and senior management. Participants learn how to apply a financial perspective to day-to-day management practices. This hands-on course transforms the business leader’s ability to apply the principles of finance to 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; and systems information managers

NEW Global Executive Academy (multi-language)

MIT Sloan’s Global Executive Academy is a one-of-a-kind, transformative learning experience designed to fit the time and language constraints of seasoned executives from around the globe. A new frontier in the world of executive education, this course will bring MIT content to the non-English speaking world by offering a multilingual educational experience on the MIT campus that draws on four existing open enrollment programs: Building, Leading, and Sustaining the Innovative Organization; Managing Technical Professionals and Organizations; Strategic Marketing for the Technical Executive; and Creating High Velocity Organizations. There will be simultaneous translation of the programs into Arabic, English, Mandarin, Portuguese, Russian, and Spanish. At the conclusion of the Academy each participant 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; and managers with responsibility for process excellence

Peter Adeniran
Director, IT
FreedomPay, Inc.
United States

“Simply put, what I've learned in two days I will continue to use for the next twenty years.”

2014
June 24–25
November 11–12
2 Program Days
$14,900
Cambridge, Massachusetts
Program Faculty: Thomas Allen, Roberto Fernandez, Ralph Katz, Jay Paap, Duncan Simester, Steve Spear, Catherine Tucker, Eric von Hippel
Program Rating: ⭐⭐⭐⭐⭐ | 4.5

2014
September 2–11
2 Program Days
$3,300
Cambridge, Massachusetts
Program Faculty: Nittai Bergman, Paul Mende (Program Director), Antoinette Schoar
Program Rating: ⭐⭐⭐⭐⭐ | 4.2

"Simply put, what I've learned in two days I will continue to use for the next twenty years."

Peter Adeniran
Director, IT
FreedomPay, Inc.
United States
Intelligent Organizations: Collaboration and the Future of Work

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

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

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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. The course utilizes a unique analytical framework to address the change process from three perspectives—strategic, political, and cultural. Each of these perspectives provides critical insights and tools that enable managers to avoid the pitfalls associated with traditional approaches to change.

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

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**Professor Thomas W. Malone**

Patrick J. McGovern (1959)

Professor of Management

Professor of Information Technology

Founding Director of the MIT Center for Collective Intelligence

**Major Jon Strizzi, PhD**

Chief of Operations

Maintenance and Engineering

U.S. Air Force

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**Faculty Spotlight** Alex “Sandy” Pentland examines the big data revolution and how to convert this technology into real-world ventures. He teaches in **Leading Change in Complex Organizations**.

Learn more at [http://executive.mit.edu/pentland](http://executive.mit.edu/pentland)
Managing Technical Professionals and Organizations

This program explores a set of proven, practical, and innovative strategies for maximizing the contribution of an organization’s technical resources, including project teams and individual contributors. It provides key insights on how to retain technical staff, integrate technical professionals into the organization, build more successful project teams, keep teams high-performing over time, and develop reward and incentive systems for technical professionals.

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

NEW Maximizing Your Personal Productivity

Punching a clock doesn’t make sense for professionals whose value is measured in knowledge and results rather than time spent on the job. This new course focuses on skills and techniques to boost personal productivity including how to prioritize goals, align time allocation with those goals, and develop techniques to deal with lower priority tasks. It 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; global professionals; young or established companies; and for-profit or not-for-profit companies and governmental organizations

MIT Regional Entrepreneurship Acceleration Program (REAP)

MIT Regional Entrepreneurship Acceleration Program (REAP) is a unique multi-year program for cross-functional teams designed to help regions promote economic development and job creation by implementing a more robust innovation-based entrepreneurial ecosystem. During the pilot program, for example, cross-functional teams from Hangzhou (China), Finland, New Zealand, Veracruz (Mexico), Scotland, Andalucía (Spain), and Turkey conducted an action project focused on assessing the current state of entrepreneurship in their regions. As part of the program, participants attend two-and-a-half day educational workshops twice a year for at least two years. On site, they are exposed to the theory and practice of developing regional clusters of innovation-based entrepreneurship, and collaborate and learn across different stakeholder groups by breaking down traditional boundaries and focusing on the common purpose of regional economic development.

Who should attend: each region participating in REAP will assemble an initial cross-functional team of five to seven members, representing five major stakeholders (Economic Development/Government, Entrepreneurs, Risk Capital, Large Corporations, and Universities)
Negotiation for Executives

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

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

Faculty Spotlight Jared Curhan analyzes the psychology of negotiation and conflict resolution. He has pioneered an approach to the study of subjective value in negotiation. Curhan teaches in Negotiation for Executives.

Learn more at http://executive.mit.edu/curhan

Strategic Marketing for the Technical Executive

This program provides a new perspective on the relationship between marketing and technology. It helps participants leverage marketing concepts and research to better influence the outcomes of product development and project management. Participants learn how to evaluate market attractiveness; manage the tradeoff between risk and information in the product development process; think about the design and management of distribution channels; and understand complex pricing decisions.

Who should attend: technical executives and key members of their staffs who are responsible for project management, product design, research and development, engineering, IT, and manufacturing.

“An exciting combination of strategic and tactical marketing theory for technology-focused industries with practical examples that one can relate to day-to-day challenges. Engaging professor, great colleagues, and great experience.”

Michelle Munson
President and Chief Executive Officer
Aspera, Inc.
United States

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“An exciting combination of strategic and tactical marketing theory for technology-focused industries with practical examples that one can relate to day-to-day challenges. Engaging professor, great colleagues, and great experience.”

Michelle Munson
President and Chief Executive Officer
Aspera, Inc.
United States
Transforming Your Leadership Strategy

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

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

Understanding and Solving Complex Business Problems

This program introduces participants to a new way of thinking about the cause and effect of decision-making in complex organizations—departments, divisions, operating units, profit centers, whole companies, or an entire industry. They learn how to use MIT’s unique, powerful, and integrative system dynamics approach to assess problems that will not go away and to produce the results they want. The class uses exercises, simulation models, and MIT’s “management flight simulators” to allow participants to experience the long-term side-effects and impacts of decisions and to help them understand the ways in which the organization’s performance is tied to structure and operating policies.

**Who should attend:** any executive in a decision-making role who is seeking 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 and strategists.
NEW Building Game-Changing Organizations: Aligning Purpose, Performance, and People

Participants in this new program will discover what it takes to develop game-changing organizations that make their companies world-class talent factories, as well as the importance of creating an authentic and energizing culture in their companies. Game-changing organizations rewrite traditional playbooks and follow breakaway business models along with a breakaway spirit and organizational culture. Leaders of these organizations are hard-edged business leaders who embrace the “soft side” of leading—purpose, vision, and climate—but know how to integrate the hard and soft sides of leadership into a powerful formula that makes them game changers. These leaders are purpose driven and performance oriented—capabilities that help them get and stay out in front.

Who should attend: upper to senior level managers responsible for or contributors to company strategy, vision, and operational priorities; division, business unit, functional or geographic leadership team members; human resources professionals in senior roles who are responsible for or contribute to enterprise-wide change or capability building efforts.

Building, Leading, and Sustaining the Innovative Organization

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

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

Who should attend: senior general and technical executives involved in the development, management, or marketing of technology and/or technology products, including CEOs; presidents; COOs; CTOs; vice presidents of research and development, engineering, manufacturing, marketing, and business development; and corporate strategists.

Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain

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

Who should attend: senior executives and entrepreneurs who have significant input into the technology, supply chain, and innovation strategy of their organizations; CEOs; COOs; CIOs; CTOs; and directors of research and development. Participants should have the ability and perspective to look up and down the value chain to appraise strategic technology options wherever they arise.

NEW Platform Strategy: Building and Thriving in a Vibrant Ecosystem

With the explosion of the Internet, many companies are leveraging a rapidly developing dimension of strategy: platform thinking. In 2013, fourteen of the top 30 global brands by market capitalization were platform-oriented companies—companies that created and now dominate arenas in which buyers, sellers, and a variety of third parties are connected in real time. While many of these platforms are well known (e.g., Apple’s iTunes), there are other less-heralded platforms that are exploring new ways to create and capture value. These include: dynamic pricing, usage fees, highly targeted product and service offerings, inbound marketing, and network effects. This course draws on recent MIT Sloan research and lessons learned by companies that have grown out of the innovative ecosystem around MIT. Participants will be exposed to strategic thinking and tools beyond what is found in most traditional approaches to enterprise and product strategy.

Who should attend: leaders of corporate strategy and business development; leaders of product and service development, innovation, marketing, and research and development; and leaders of application development and content management.
Revitalizing Your Digital Business Model

This program helps executives prepare their companies for the challenges of doing business digitally. As the business world continues to digitize and grow in complexity, virtually every enterprise needs a digital business model. A digital business model defines how to do business in a digital world by engaging customers, redesigning work, and exploiting internal and external capabilities. At MIT Sloan, we have created frameworks to help enterprises define and build powerful business models that will enable organizations to compete in the global digital economy. This program illustrates the frameworks with examples from successful companies such as Amazon, Apple, Commonwealth Bank of Australia, LexisNexis, USAA, Procter & Gamble and others. The program includes a digital business model self-assessment exercise and consulting group sessions to work on next steps.

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; and strategic planners.

NEW Strategies for Sustainable Business

The issue of sustainability is one that affects all organizations and is no longer a niche for only “green” businesses. This innovative program focuses not only on solving existing problems, but also on taking a unique approach based on seizing new opportunities to develop strategies for greater long-term economic, social, and environmental benefit. The program presents principles and tools that enable participants to evaluate organizations on the multiple dimensions of sustainability and see the tensions that can arise when trying to increase sustainability without negatively affecting others.

Who should attend: general managers in global businesses who want a basic understanding of sustainability and opportunities for leadership and business value creation; NGO and government leaders who want to understand a business-centered but cross-sectoral perspective on sustainability; innovators for sustainability in private, public, NGO, and hybrid sectors who want to identify opportunities for innovation and learn how to assess the impact of their innovations on global sustainability.

Faculty Spotlight

Peter Weill explores the role, value, and governance of IT in enterprises. He teaches in Essential IT for Non-IT Executives and Revitalizing Your Digital Business Model.

Learn more at http://executive.mit.edu/weill

Program Details

2014
July 15–16
October 16–17
2 Program Days
$3,300
Cambridge, Massachusetts

Program Faculty: Martin Mocker (Program Director), Jeanne Ross, Peter Weill, Stephanie Woerner

Program Rating: ★★★★★ | 4.6

2014
July 15–16
October 16–17
2 Program Days
$3,300
Cambridge, Massachusetts

Program Faculty: Martin Mocker (Program Director), Jeanne Ross, Peter Weill, Stephanie Woerner

Program Rating: ★★★★★ | 4.6
Strategy in a Global World

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

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

Understanding Global Markets: Macroeconomics for Executives

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

Who should attend: C-level executives; general managers; business unit managers; vice presidents of finance, operations, human resources, marketing, and sales; strategic planning managers; and consultants.

“Every manager needs to understand that we are living in a global economy, and the game has changed. Understanding Global Markets provides the global perspective you need to continue to play.”

Dr. Mark W. Dundee
National Practice Leader, Global Compliance
Buck Consultants, a Xerox Company
United States
TECHNOLOGY, OPERATIONS, AND VALUE CHAIN MANAGEMENT

Programs in this track focus primarily on implementing innovative strategies by developing a strategic approach for using technology and process optimization throughout an organization. Technology-based processes are so intrinsic to today’s business environment that many people often don’t fully realize the level of technology involved in everyday company operations and the unexpected ways that technology may be used. These programs offer nontechnical executives and tech-savvy managers an opportunity to learn to use the power of technology strategically to see, manage, and profit from the significant ways in which rapidly evolving technology and global networks transform today’s businesses.

Developing a Leading Edge Operations Strategy

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

Who should attend: senior managers from manufacturing and service industries who are 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; and project managers

Faculty Spotlight  Zeynep Ton studies how organizations design and manage their operations to the satisfaction of employees, customers, and investors. She teaches in Developing a Leading Edge Operations Strategy and Strategies for Sustainable Business.

Learn more at http://executive.mit.edu/ton

Essential IT for Non-IT Executives

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

“Ever feel that IT is like a black hole in your organization? You put all this time and effort and money into it, but very little escapes in terms of value? This program will help you get a handle on the problem.”

George Westerman
Program Director
Research Scientist
MIT Center for Digital Business

Program Rating: ★★★★★ | 4.3

Program Details

2014
April 8–9
June 17–18
November 4–5
2 Program Days
$3,300
Cambridge, Massachusetts
Program Faculty: Vivek Farias, Charles Fine (Program Director), Donald Rosenfield, Zeynep Ton
Program Rating: ★★★★★ | 4.6

Program Details

2014
March 25–26
November 13–14
2 Program Days
$3,300
Cambridge, Massachusetts
Program Faculty: Court Chilton, Martin Mocker, Jeanne Ross, Peter Weill, George Westerman (Program Director)
Program Rating: ★★★★★ | 4.6
NEW Future of Manufacturing

This two-day advanced program will analyze the current state of the manufacturing sector, identify important trends that affect manufacturing, and develop a framework that companies can use to evaluate their supply chain in order to reduce risk and improve market competitiveness. Recently there has been discussion about the need for manufacturing companies to reexamine the structure of their global supply chains. In parallel, a growing number of global companies are moving some production operations back to the U.S. from overseas. This course will enable participants to better understand the impact of these changes, as well the impact of technology on manufacturing decisions, talent, and R&D.

Who should attend: CEOs; CFOs; CPOs; corporate chief strategy officers; chief supply chain officers; vice presidents of manufacturing, product development, and supply chain management; IT managers; strategic planners; senior supply chain managers; project managers from firms involved in manufacture and distribution of products; executives engaged in strategic partnering, as well as financial service companies and retailers who would like to control more of the supply chain

Implementing Improvement Strategies: Practical Tools and Methods

The main purpose of this program is two-fold: one is to help executives understand how continuous improvement strategies, sustained over a long period of time, affect core business metrics and contribute to the success of the organization; and the other is how to change the way managers see work and their own roles as leaders in the culture of improvement. This course equips managers with a fundamental understanding of how the work design needs to be changed in order to deliver tangible business benefits.

Who should attend: executives, senior managers, and leaders from all industries and in all management functions
Managing Complex Technical Projects

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

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

Strategic Cost Analysis for Managers

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

Who should attend: senior managers from a wide range of consumer and business-to-business industries, including those from engineering, manufacturing, IT, and technology departments; division and department heads; directors of project management, product and business development, and research and development; chief project engineers; product design and process development engineers
Supply Chain Strategy and Management

This course presents innovative strategies and best practices for improving supply chain performance. It introduces a unique MIT framework, using the concept of technology clockspeed, for strategically managing supply chains in today’s rapidly changing markets. Participants learn how to optimize supply chain performance through supply chain integration, technology sourcing, make-buy decisions, strategic partnering and outsourcing, and IT and decision-support systems.

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

Systematic Innovation of Products, Processes, and Services

This five-day program blends the perspectives of marketing, design, and engineering into a systematic approach to delivering innovation, presenting methods that can be put into immediate practice for your own development projects. The goal of this program is to help participants become systematic about innovation in order to create value for their businesses and their customers. To achieve this goal, participants discuss the complete product or service life cycle, from business strategy and technology roadmapping, to customer and market analysis, to implementation and pricing. The program will address how to lead innovation processes in today’s globally connected market and how to build a business process which creates lasting value.

Who should attend: people who have responsibility for creating and marketing new products, new business processes, and new services; vice presidents of product and service management, product planning; directors of technology, process engineering, product and service marketing and development, design, product engineering, industrial design, process quality; managers of engineering, development, innovation, and business development

Sonia Maher
Supply Operations Manager
Cisco Systems, Inc.
United States

“Excellent program with high-quality faculty and innovative, leading-edge discussions and models.”
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, 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, 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.

**Kendall Square**

where innovation and education meet

**Looking for a degree program at MIT?**

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<tr>
<th>MIT Sloan Fellows Program in Innovation and Global Leadership</th>
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<td>This full-time, year-long, immersive program enrolls approximately 100 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.</td>
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Learn more about the MIT Sloan Fellows Program at: [http://mitsloan.mit.edu/fellows](http://mitsloan.mit.edu/fellows) or call 617-253-8600.

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<th>MIT Executive MBA</th>
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<td>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 organization and the world.</td>
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Learn more about the MIT Executive MBA at: [http://mitsloan.mit.edu/executivemba](http://mitsloan.mit.edu/executivemba) or call 617-253-5033.
To meet the various needs of all types of organizations, MIT Sloan offers both custom and open enrollment options.

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

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

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

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

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

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

Getting Started
As a first step, the organization’s top executives meet with a team of MIT Sloan’s senior faculty. Next, the organization shares its own imperatives, culture, and purpose, and partners with MIT Sloan to tailor a program that addresses its key challenges. Programs can last two days, three months, or an entire year—whatever is needed to achieve the agreed upon objectives.
MIT Sloan Custom Programs:
High-Yield Benefits

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

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

Is an MIT Sloan Custom Program the Right Choice?

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

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

**Could this challenge be addressed efficiently in small teams?**
MIT Sloan integrates action learning projects into most of its programs. Can the organization’s situation be examined sufficiently during the five days a custom program generally requires?

**Does the organization have an ideal timeframe for the program?**
Custom programs are led by MIT’s most senior faculty, all of whom are world renowned researchers and widely sought after speakers and consultants. An approximate timetable will help ensure the program will be timely and efficient.

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

For more information about developing a custom program, please visit: [http://executive.mit.edu/customprograms](http://executive.mit.edu/customprograms) or contact exced_custom@mit.edu

Open Enrollment Courses

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

**Team Discounts**

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

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

**Multiple Program Registration Discount**

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

For more information on open enrollment programs, please visit: [http://executive.mit.edu/openenrollment](http://executive.mit.edu/openenrollment) or contact sloanexeced@mit.edu
Next Steps

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

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http://executive.mit.edu/program-finder

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

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sloanexeced@mit.edu

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http://executive.mit.edu/enroll

Register for more than one course and take advantage of our multiple program registration discount at:
http://executive.mit.edu/multireg
It's been six years since I completed my MBA, and almost five years since I started my own company that develops expert healthcare systems and solutions. Hard work on the floor kept distracting me from staying up to date with the latest trends in business. I found it intriguing when MIT Sloan announced that they had started applying scientific theories to business management. I found the programs consistently to have good substance, especially with fresh and relevant research data. It was a fun self-update process where I found substantive applications to my work.

Görsev Pristine
Chief Executive Officer
Medisolve
Canada
Executive Certificate in Management and Leadership

The learning gained through participation in the MIT Strategy and Innovation programs has been invaluable to me in developing and implementing new processes within my organizations. I've also benefited from the networking with professionals in other businesses and in other parts of the world.

Marian Herz
Marketing Director
Americas Industrial Division
Fiberweb
USA
Executive Certificate in Strategy and Innovation

The strategic and operational insight acquired at MIT has proved very valuable to meeting the challenges of a start-up business, especially in today's current market scenario … The sharing of ideas among participants from different cultures, expertise, and backgrounds provided an excellent learning experience. The MIT faculty is a remarkable source of strategic innovation and operations strategy. The insights gained are extremely important for dealing with risks and opportunities in today's very volatile and competitive environment.

Amilcar Melendez
President/Owner
S.G. Industrial Food Services
Brazil
Executive Certificate in Technology, Operations, and Value Chain Management
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