MIT Sloan Fellows Program in Innovation and Global Leadership

A YEAR OF PROFOUNDER CONSEQUENCE.

Program Details
Academic Year 2014-2015
MIT Sloan: A Mission to Change the World through Inspired Leadership

Dedicated to developing principled, innovative leaders who generate ideas that advance management practice and transform the future.

**MIT Sloan is distinguished by**

- A tremendous legacy of innovation
- World-class faculty
- Its role as the business brain of MIT
A Prominent Role in the MIT Sloan Portfolio

**MIT Sloan Fellows Program in Innovation and Global Leadership**
- MBA or SM
- Average Age: 39
- 15 years
- 118 students
- 1 year

**MIT Executive MBA Program**
- MBA
- Average Age: 40
- 17 years
- 2015 – 113 Students
- 2016 – 120 Students
- 20 months

**Executive Education**
- Average Age: 28-60
- 10-30 years
- Varies by program
- 2 days – 6 weeks

**MBA Program**
- MBA or SM
- Average Age: 28
- 5 years
- Total >800 students
- 2 years

**Leaders for Global Operations**
- MBA and SM (in engineering)
- Average Age: 27
- 5 years
- 100 students
- 2 years

**System Design and Management**
- SM
- Average Age: 33
- 9 years
- 55-60 students
- 13-24 months

**Master of Science in Management Studies**
- SM
- Average Age: 29
- 5.5 years
- 35 students
- 9 months

**Master of Finance Program**
- M Fin.
- Average Age: 23.5
- 17 months
- 125 students
- 17 Months

**PhD Program**
- PhD
- Average Age: 30
- 3 years
- 86 students
- Avg. 5 years

**Undergraduate Program**
- SB
- Average Age: 20
- N/A
- 115 students
- 4 years
A Legacy of Preparing Leaders

1931
MIT Sloan Fellows Program
- Developing outstanding mid-career managers for increased responsibility and leadership

1980
MIT Management of Technology Program
- Providing technologists with the management expertise to drive successful ventures in a hyper-competitive market.

2004
MIT Sloan Fellows Program in Innovation and Global Leadership
- Preparing outstanding executives with the critical skills to create and lead visionary organizations in the 21st century.
MIT Sloan Fellows Program in Innovation and Global Leadership

Guiding Principles

- Develops critical skills essential for future leaders
- Instills a spirit of innovation through exceptional opportunities at Sloan and across MIT
- Fosters a deep spirit of community among fellows
- Provides breadth of electives and depth through one-on-one relationships with senior faculty
- Offers flexible curriculum to allow fellows to tailor the program to meet their specific professional objectives
The Three Pillars: A Foundation in Innovation and Global Leadership

Innovation

• Be a champion for innovation within an organization
• Lead the innovation process

Global

• Apply a broader perspective to understand how economic, social and political factors impact an organization
• Confidently perform in multi-cultural environments
• Use a global network of colleagues and resources

Leadership

• Leverage your personal leadership characteristics to the maximum
• Apply enhanced leadership skills to navigate through global environments
• Manage and develop people engaged in innovative activities
Who are the MIT Sloan Fellows?

- Mid-career managers with at least 10 years of experience and a proven track record of accomplishment and leadership (Avg exp: 15 yrs)
- Highly-motivated, globally-oriented individuals offering diverse experiences and perspectives (>70% international; 35 countries in SF’15)
- A wide variety of industries, organizations, and functional areas (32 industries/sectors represented in SF’15)
- Dynamic integration of organization-sponsored, entrepreneurial, and self-funded fellows
- Motivated to pull away from current life and spend one focused year at MIT
- Self aware, committed to learning and self improvement
Why a Full-Time Program?

An intense 12-month experience, featuring:

- Full immersion in a dynamic learning environment
- External perspective on yourself, your organization, and the world gained from being “unplugged”
- Deep relationships in a diverse community of highly motivated individuals
- Full-time access to the rich resources of the Sloan School, MIT, and Harvard
- Network building across the Institute and the Boston/Cambridge area
- Interaction with outstanding faculty conducting leading-edge research
- Unique opportunity for family to also obtain an enriching life experience
MIT Sloan Fellows Program in Innovation and Global Leadership

Program Distinctions

- Intellectual enrichment through rigorous curriculum taught by world-class faculty
- Intensive leadership component
- Peer-to-peer learning environment with an emphasis on team work
- High level of trust, openness, and mutual respect among fellows
- Interaction with leaders from around the world
- Connections with industry (business trips, research projects, entrepreneurial activities)
- Outstanding worldwide alumni network
- Integration of families into the Sloan Fellows experience
MIT Sloan Fellows Program
in Innovation and Global Leadership

Benefits

- Gain new perspective on business and career
- Attain new and enhanced career capabilities
- Grow into a more confident, productive and visionary leader
- Collaborate with best minds in wide spectrum of fields
- Build powerful global networks
- Participate in industry developments
- Learn at the forefront of business and technology
Curriculum Overview

April & June Orientation
- Get acquainted with our environment, our culture, the cohort
- Identify housing, take care of administration
- 360 Leadership Survey

Summer Term
- Foundation courses (no electives)
- Leadership development (consultation on 360° assessment results)
- Build a learning community

Fall & Spring Terms
- Blend of Core and Elective Courses
- Frequent interaction with senior executives and entrepreneurs
- Domestic trips and capstone leadership experience
Core Courses – Thematic Sequences

**Leadership**
Leading Organizations (H1 & H2-Fall)
Seminar in Leadership (H1 & H2-Fall)
New York City Trip – “Lens on Leadership” (H2-Fall)
Global Leadership (H2-Spring)

**Innovation**
Overview of MIT’s Ecosystem (2 days in H1 Summer)
Innovation-Driven Advantage (H1-Spring)
California Trip – “The Power of Innovation” (H1 – Spring)

**Global**
Macro and International Economics (H1-Fall)
Global Markets, National Policies & the Competitive Advantages of Firms (H2-Fall)
Global Strategy and Organization (H1-Spring)
Washington D.C. Trip – “Global Controversies” (H2-Spring)
Curriculum – Core Courses Across the Year

**Summer Term**
- Applied Economics for Managers
- Data, Models and Decisions
- Financial Accounting
- Marketing Management
- Financial Management
- Management of Supply Networks for Products and Services

**Fall Term**
- Leading Organizations
- Seminar in Leadership I (includes NYC trip)
- Introduction to System Dynamics
- Macro and International Economics
- Competitive Strategy
- Global Markets, National Policies & the Competitive Advantages of Firms

**Independent Activities Period** *(Optional course/thesis work)*

**Spring Term**
- Seminar in Leadership II (includes California and Washington D.C. trips)
- Global Strategy and Organization
- Innovation-Driven Advantage
- Global Leadership
# Core Curriculum – Academic Year 2014-2015

<table>
<thead>
<tr>
<th>Subject #</th>
<th>Subject Title</th>
<th>Units</th>
<th>Sessions/Recitations</th>
<th>Instructor</th>
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<tbody>
<tr>
<td><strong>Summer Term 2014</strong></td>
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<tr>
<td>15.024</td>
<td>H1 Applied Economics for Managers</td>
<td>9</td>
<td>20/6</td>
<td>Stoker</td>
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<tr>
<td>15.511</td>
<td>H1 Financial Accounting</td>
<td>9</td>
<td>20/5</td>
<td>Weber</td>
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<tr>
<td>15.809</td>
<td>H1 Marketing Management</td>
<td>9</td>
<td>20/2</td>
<td>Semester</td>
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<tr>
<td>15.414</td>
<td>H1/H2 Financial Management</td>
<td>9</td>
<td>24/7</td>
<td>Lucas</td>
</tr>
<tr>
<td>15.060</td>
<td>H2 Data, Models &amp; Decisions</td>
<td>9</td>
<td>18/6</td>
<td>Gamarnik/Schulz</td>
</tr>
<tr>
<td>15.778</td>
<td>H2 Mgmt of Supply Networks for Products &amp; Services</td>
<td>9</td>
<td>16/3</td>
<td>Fine</td>
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<tr>
<td>15.S21</td>
<td>Introduction to the 3 SF Program Pillars</td>
<td>3</td>
<td>20/0</td>
<td>Ancona/Murray/Johnson</td>
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<tr>
<td><strong>Total Core Units</strong></td>
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<td><strong>Fall Term 2014</strong></td>
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<tr>
<td>15.015</td>
<td>H1 Macro and International Economics</td>
<td>6</td>
<td>11/0</td>
<td>Rigobon / Cavallo</td>
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<tr>
<td>15.871</td>
<td>H1 Introduction to System Dynamics</td>
<td>6</td>
<td>11/5</td>
<td>Serman</td>
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<tr>
<td>15.322</td>
<td>H1/H2 Leading Organizations</td>
<td>9</td>
<td>26/0</td>
<td>Van Maanen</td>
</tr>
<tr>
<td>15.S68</td>
<td>H1/H2 Seminar in Leadership I (includes NY Trip)</td>
<td>6</td>
<td>15/0</td>
<td>Ancona / Sacca</td>
</tr>
<tr>
<td>15.223</td>
<td>H2 Global Markets, National Policies &amp; the Competitive Advantages of Firms</td>
<td>6</td>
<td>12/0</td>
<td>John son</td>
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<tr>
<td>15.902</td>
<td>H2 Competitive Strategy</td>
<td>6</td>
<td>12/0</td>
<td>Zuckerman</td>
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<tr>
<td><strong>Total Core Units</strong></td>
<td><strong>39</strong></td>
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<td><strong>Maximum Allowable Elective Units</strong></td>
<td><strong>27</strong></td>
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<td><strong>Total Core + Maximum Allowable Elective Units</strong></td>
<td><strong>66</strong></td>
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</table>

| **IAP Term 2015**                                                                                       |
| Participation in "Independent Activities Period" is Optional                                              |
| **Maximum Allowable Elective Units**                                                                    | **12**|

| **Spring Term 2015**                                                                                   |
| 15.221   | H1 Global Strategy and Organization                                                                | 6     | 12/0                  | Lessard / Westney                |
| 15.S06   | H1 Innovation-driven Advantage                                                                    | 9     | 23/0                  | Azoulay / Murray                 |
| 15.326   | H1/H2 Seminar in Leadership II (California Trip & Washington D.C.. Trip)                          | 3     | to be arranged        | Sacca                           |
| 15.tbd   | H2 Global Leadership                                                                              | 6     | 12/0                  | Gregersen                        |
| **Total Core Units**                                                                                   | **24**|
| **Maximum Allowable Elective Units**                                                                    | **42**|
| **Total Core and Maximum Allowable Elective Units**                                                     | **66**|
## Overview of Summer – Academic Year 2014-15

<table>
<thead>
<tr>
<th>Week 1</th>
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<th>Week 10</th>
<th>Week 11</th>
<th>Week 12</th>
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<tbody>
<tr>
<td>Algebra Tutorial (optional)</td>
<td>Community Building</td>
<td>Introduction to 4 Caps Model</td>
<td>External 360</td>
<td>IDEA Day and Hackathon</td>
<td>Core: Marketing Core: Finance Core: Finance Core: Finance Core: Finance</td>
<td>Core: Microecon Core: Microecon Core: Microecon Core: Microecon Core: Microecon</td>
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<tr>
<td>Welcome to &amp; Intro of Class</td>
<td>Core: Accounting</td>
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<tr>
<td>Academic Overview</td>
<td>SF15 Community Kickoff</td>
<td>SF15 Welcome Reception with returning Alumni</td>
<td>SF15 Welcome Reception with returning Alumni</td>
<td>SF15 Welcome Reception with returning Alumni</td>
<td>SF15 Welcome Reception with returning Alumni</td>
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<td>SF15 Welcome Reception with returning Alumni</td>
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# Snapshot of Typical Summer Week

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<tbody>
<tr>
<td>8:30-10:00am</td>
<td>8:30-10:00 am</td>
<td>8:30am-5:30pm</td>
<td>8:30-10:00 am</td>
<td>8:30-10:00 am</td>
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<tr>
<td>Marketing A-9 Accounting B-5</td>
<td>Marketing A-11 Accounting B-6</td>
<td></td>
<td>Marketing A-12 Accounting B-8</td>
<td>Marketing A-14 Accounting B-9</td>
</tr>
<tr>
<td>10:15-11:45 am</td>
<td>10:15-11:45 am</td>
<td>IDEA WORKSHOP</td>
<td>10:15-11:45 am</td>
<td>10:15-11:45 am</td>
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<tr>
<td>11:45am-1:00 pm</td>
<td>11:45am-1:00 pm</td>
<td>11:45am-1:00 pm</td>
<td>11:45am-1:00 pm</td>
<td>11:45am-1:00 pm</td>
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<tr>
<td>Lunch</td>
<td>Forum</td>
<td>Lunch</td>
<td>Lunch</td>
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<td>1:00-2:30 pm</td>
<td>1:00-2:30 pm</td>
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<td>1:00-2:30 pm</td>
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<tr>
<td>Marketing A-10 Economics B-5</td>
<td>Accounting A&amp;B-7</td>
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<td>Marketing A-13 Economics B-7</td>
<td>Marketing Recitation A-2 Economics B-8</td>
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<tr>
<td>2:45-4:15 pm</td>
<td>2:45-4:15 pm</td>
<td>2:45-4:15 pm</td>
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<td>2:45-4:15 pm</td>
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<tr>
<td>Accounting Recitation A&amp;B-2</td>
<td>Economics Recitation A-2 Economics Recitation B-2</td>
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# Overview of Fall – Academic Year 2014-15

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<th>Week 1</th>
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<th>Week 12</th>
<th>Week 13</th>
<th>Week 14</th>
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<tbody>
<tr>
<td>Core: Leading Orgs</td>
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<td>Sloan Innovation Period (SIP)</td>
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<td>System Dynamics</td>
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<td>Electives</td>
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<td>Welcome Back Lobster Feast</td>
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<td>MIT (non Sloan) and Harvard Electives Only</td>
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<td>NYC Trip Dec 14-18</td>
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### Overview of Spring – Academic Year 2014-15

<table>
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<tr>
<th>Week 1</th>
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<th>Week 11</th>
<th>Week 12</th>
<th>Week 13</th>
<th>Week 14</th>
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<tbody>
<tr>
<td>Core: Global Strategy</td>
<td>Core: Global Strategy</td>
<td>Core: Global Strategy</td>
<td>Core: Global Strategy</td>
<td>Core: Global Strategy</td>
<td>California Trip March 15-19</td>
<td>Electives</td>
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<td>Core: Spring Leadership Course</td>
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<td>Last day of classes 14 May</td>
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<td>Welcome Back Party</td>
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<td>Washington DC Trip May 25-29</td>
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<td>Graduation</td>
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</tbody>
</table>
Curriculum – Sampling of Popular Sloan Fellows Electives

- Competitive Decision Making and Negotiation
- Power & Negotiation
- Choice Points
- Pricing
- Corporate Entrepreneurship: Strategies for Technology-Based New Business Development
- Leadership Lab: Leading Sustainable Systems
- Advanced Leadership Communication
- Advanced Corporate Finance
- Business Analysis Using Financial Statements
- Mergers and Acquisitions
- Entrepreneurial Finance
- Law for the Entrepreneur and Manager
- Marketing & the Internet
- Management Information Systems
- Organizations as Enacted Systems
- Fundamentals of Digital Business Strategy
- Operations Strategy
- Technology Strategy
- Advanced Strategic Management
Research Options

Master’s Thesis

- Personalized to your interests and supervised by a faculty Thesis advisor
- Must be produced in accordance with a set of production standards and results in a public document.
- Consumes 24 units from your elective pool of units, which may all be earned in the spring term or distributed across terms, as the work is completed: 3 units in fall and/or up to 12 units during IAP in January (for work completed to date), with remaining units applied in spring.

Independent Study

- A personalized research project designed to be completed within a single term (fall, IAP or spring)
- Typically narrower in scope than a thesis and not a public document
- Number of units is determined by faculty and based on the actual work undertaken over the particular term (typically 6 – 12 units).
Key Program Components

**April Orientation**
During orientation week in April, the incoming class is given an academic overview of the program and begins to acquaint itself with the MIT Sloan environment. The week provides excellent opportunities to meet with members of the current class and to start developing the learning community for the year ahead. In addition to academic orientation activities, the week includes social gatherings and realtor support to assist in meeting housing needs. All members of the incoming class and their partners are strongly encouraged to attend.

**360° Leadership Assessment**
Prior to arriving at MIT Sloan, all fellows participate in a 360° Leadership Assessment, along with 10-15 peers, managers, subordinates, and clients that the fellow selects to provide her/him with feedback. Working one-on-one with executive coaches, fellows review the results of this assessment during the summer term and develop a personalized intensive leadership program for the year.

**June Orientation**
The first week of the program emphasizes the transition from busy executive to full-time student, with a heavy focus on building an integral learning community among the participants. In addition to activities that introduce the overall program, the curriculum, faculty, and other MIT resources, many of the events focus on team building and understanding the backgrounds of fellow classmates. During June Orientation the Three SF Program Pillars of Innovation, Leadership and the Global Perspective are introduced.
Key Program Components continued

**Sloan Innovation Period**
The Sloan Innovation Period (SIP) is one-week at the mid-point of the fall semester when regular Sloan courses are on hiatus. Fellows, along with other Sloan students, participate in workshops focused on experiential leadership activities and skill building.

**Independent Activities Period: January** The Independent Activities Period (IAP) is a special four-week term at MIT that runs the entire month of January. IAP provides all members of the MIT community with a break from the routine of the fall and spring semesters and offers opportunities for creativity and flexibility in teaching and learning. Students are free to set their own educational agendas, pursue independent projects, meet with faculty, and pursue many other options not possible during the semester. IAP has been an important component of the MIT experience for nearly 30 years.

**Business Trips** Business trips are an integral part of the MIT Sloan Fellows Program curriculum. They provide the opportunity to expand the learning environment well beyond the classrooms at MIT, integrating theory with the hard-won wisdom of prominent leaders who candidly share their successes, their mistakes, and the challenges they face every day. Business trips focus heavily on innovation, leadership, and the global perspective, the three pillars of this program.
Curriculum Specifics:
Core Course Descriptions – Summer Term

**Leadership Studies**  In a world where ever-accelerating change is a constant, skillful leadership is both more crucial and more challenging than ever before. MIT Sloan Fellows have the opportunity to develop their capacity for creative, effective leadership through rigorous analysis and intensive practice. During the program, they will enhance their ability to define important objectives, build dynamic relationships, and deliver innovative solutions.

During the summer term, MIT Sloan Fellows are introduced to Sloan’s 4 Capabilities Leadership Model; they review the results of their 360° Leadership Assessment and plan development goals with the assistance of a coach. During the fall term, fellows take the core course Leading Organizations. In the fall and spring they participate in the Seminar in Leadership, which provides an opportunity to meet senior executives of private and public institutions to discuss key management issues, both on campus and during extensive domestic business trips. Executive coaching sessions continue throughout fall and spring.

**Applied Economics for Managers**  Develops facility with concepts, language, and analytical tools of economics. Primary focus is on microeconomics. Emphasizes integration of theory, data, and judgment in the analysis of corporate decisions and public policy and in the assessment of changing US and international business environments.

**Data, Models and Decisions**  Introduces students to the basic tools in using data to make informed management decisions. Covers introductory probability, decision analysis, basic statistics, regression, simulation, linear and nonlinear optimization, and discrete optimization. Computer spreadsheet exercises, cases, and examples drawn from marketing, finance, operations management, and other management functions.
Curriculum Specifics:
Core Course Descriptions – Summer Term continued

Financial Accounting  Examines the basic concepts of corporate financial accounting and reporting and their relationship to investment decisions, corporate and managerial performance assessment, and the valuation of firms. Develops skills for performing an economics-based analysis of accounting information from the viewpoint of the users of accounting information (especially senior managers), rather than the preparer (the accountant).

Marketing Management  Explores the key concepts and processes of marketing from the perspective of the general manager. Customer analysis (including buyer behavior and market segmentation) provides the foundation for marketing strategy (involving product policy, pricing, communication, and channels of distribution).

Financial Management  Financial Management studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. It touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Management of Supply Networks for Products and Services  Studies organizational, strategic, and operational aspects of managing supply networks (SNs), from domestic and international perspectives. Examines alternative SN structures, strategic alliances, design of delivery systems, and the role of third-party logistics providers. Guest speakers will share their experiences in managing SNs and services.
**Curriculum Specifics:**

**Core Course Descriptions – Fall Term**

**Leading Organizations** Analyzes through lectures, discussions, and class exercises, the human processes underlying organizational behavior.

**Seminar in Leadership I (includes NYC trip)** Builds on the leadership models introduced during the summer term and helps Fellows to understand their own unique way of leading. In classroom sessions, Fellows will focus on leadership theory, self-assessment, peer coaching, and self-reflection in order to analyze their leadership signature. During speaker sessions, Fellows will meet senior executives of private and public institutions to discuss key leadership issues from the perspective of top management. For each speaker session, assigned students prepare preliminary briefings aimed at providing the class with background information on the speaker and his/her company, as well as the position of the company in the relevant industry sector. Seminar includes a one-week field trip to New York City.

**Competitive Strategy** Explores concepts and current issues in strategic management, providing grounding in both modern analytical approaches and enduring successful strategic practices. Course is designed with a technological and global outlook and covers corporate, business, and functional strategies.
Macro and International Economics  Introduces corporate finance and capital markets. Topics include project and company valuation, real options, measuring risk and return, stock pricing, and the performance of trading strategies, corporate financing policy, the cost of capital, and risk management. Course provides a broad overview of both theory and practice.

Global Markets, National Policies & the Competitive Advantages of Firms  Examines the development of a truly global market in products, services, and capital and its effect on competition for businesses and industries. Explores the evolving rules and institutions governing the new international economic order. Provides students with the conceptual tools necessary to understand and work effectively in the world today.

Introduction to System Dynamics  Introduces system dynamics modeling as applied to corporate strategy. Uses simulation models, management "flight simulators," and case studies to develop conceptual and modeling skills for the design and management of high-performance organizations in a dynamic world. Case studies cover such topics as successful applications of system dynamics in growth strategy, management of technology, operations, and project management.
Curriculum Specifics:
Core Course Descriptions – Spring Term

Seminar in Leadership II (includes California trip and Washington D.C. trip)

**Global Strategy and Organization** Focuses on the international dimensions of strategy and organization and provides a framework for formulating strategies in an increasingly complex world economy—and for making those strategies work effectively. Topics include the globalization of industries, the continuing role of country factors in competition, organization of multinational enterprises, building global networks, and the changing managerial tasks under conditions of globalization.

**Innovation-driven Advantage** Introduces concepts and practices related to innovation and entrepreneurship generally, and more specifically those at play in MIT’s unique entrepreneurial ecosystem.

**Global Leadership** Explores how the best leaders in business, government, and society discover provocative new ideas, develop the human and organizational capacity to realize those ideas, and ultimately deliver powerful, positive results. In the process, better models of how leaders behave in complex, dynamic environments will be constructed. A variety of leadership concepts, tools, and skills through a range of readings, cases, videos, and experiential exercises will be explored. The course will integrate the three pillars of the Sloan Fellows program – Leadership, Innovation, and Global Perspective – into a productive whole.
Our Admissions Process

- Explore the program and register online.
- Speak with a member of our admissions team to discuss your professional interests and potential fit for the program.
- Two deadlines: November 17, 2014 and January 5, 2015. We strongly encourage international applicants to apply in November.
- GMAT/GRE required unless applicant has completed a university-level algebra (or more advanced) course with an equivalent grade of B or higher
- Interviews by invitation in January and early February, conducted in cities around the world
- Decisions communicated: mid-January - end of March
MIT Sloan Fellows Program
in Innovation and Global Leadership

Interested in knowing more about the program? Are you ready to begin the admissions process?

Please register with us online. Registration provides prospective fellows, human resource professionals, and potential sponsors with the latest program information. Those who register also receive a copy of the print brochure, which includes profiles of the sitting class of MIT Sloan Fellows.

Click on any “Get Started” link on our web site: http://mitsloan.mit.edu/fellows