



**MIT LGO**  
**Leaders for Global Operations**

MIT SCHOOL OF ENGINEERING | MIT SLOAN SCHOOL OF MANAGEMENT

## INSIDE

- 1 » Introduction: Innovative Leaders Agents of Change
- 2 » Academic Program
- 3 » Academic Timetable and Curriculum
- 4 » LGO Curriculum
- 4 » LGO Engineering Core Program
- 5 » Leadership at LGO
- 6 » Proseminar Speakers
- 7 » The LGO Internship & Thesis
- 8 » Sample LGO Internships
- 10 » LGO Alumni
- 11 » Recruiting & Career Development
- 12 » LGO Careers
- 12 » LGO Faculty
- 13 » LGO Partner Companies
- 13 » A Global Community
- 13 » China Leaders for Manufacturing
- 14 » LGO Admissions & Financial Aid
- 15 » About MIT
- 16 » LGO Information & Contacts
- 17 » Non-Discrimination Policy

Cover Photos: [Constance Brown](#), [Constance Brown Photography](#)

The MIT Leaders for Global Operations (LGO) program\* develops leaders of operations-oriented companies who bring both a management perspective and deep technical understanding. Created in 1988, this innovative two-year graduate program features an integrated management and engineering curriculum along with a six-and-a-half-month internship at a partner company. Students earn an MBA or a Master of Science from MIT Sloan School of Management and a Master of Science in one of eight engineering disciplines from MIT School of Engineering. LGO focuses on theory and global practice from concept development through product delivery, including challenges faced on factory floors and in global supply chains. Our partner companies provide generous fellowships for all students and are deeply invested in all facets of the program.

\* Formerly the MIT Leaders for Manufacturing (LFM) program



## Innovative Leaders

### Agents of Change

Each June, a select group of the world's best and brightest early-career operations professionals embarks on a rigorous, two-year academic program that marks the beginning of a lifelong journey. This journey offers more than the opportunity to receive a generous fellowship to earn an MBA and an SM in engineering at one of the world's most renowned universities. It also allows graduates to join a cadre of professionals who lead significant change throughout industry and academia — the MIT Leaders for Global Operations\* (LGO) program. The LGO program is a partnership of MIT School of Engineering, MIT Sloan School of Management, and industry. Through its academic program, research, and outreach around the globe, LGO strives to integrate the total operations enterprise with customers, suppliers, government, and community.

Launched in 1988 to help increase the competitiveness of U.S. companies, LGO is dedicated to discovering the principles that produce world-class, operations-oriented companies and leaders, and to translating those principles into teaching and practice. LGO is based on the belief that operations excellence is indispensable to the economic and social well-being of individuals, to companies operating in global markets, and consequently to society as a whole. The LGO community includes a diverse mix of students and alumni; senior executives at companies such as Amazon, Boeing, and Cisco; and faculty from the MIT Sloan School and School of Engineering. Together, they develop, design, implement, and participate in a cutting-edge, integrative engineering and management program that gives its partner companies the knowledge, tools, and support they need to lead, strengthen, and transform industry.

LGO goes beyond traditional boundaries, sharing lessons learned with peers in other universities and corporations. LGO seeks new approaches to collaboration, cooperation, and competition that benefit individuals, corporations, and communities around the globe. The LGO academic program develops executives who are solidly grounded in technology, engineering, manufacturing, and management.

***LGO is the start of a lifelong journey for tomorrow's industry leaders and agents of change.***

\* Formerly the MIT Leaders for Manufacturing (LFM) program



## Academic Program

The LGO program is a rigorous two-year graduate experience in which students earn two degrees: an MBA or a Master of Science from MIT Sloan School of Management and a Master of Science from MIT School of Engineering.

LGO's curriculum is designed to provide students with an appreciation for continuous, incremental improvement and for groundbreaking innovation — and it provides the tools to accomplish both. In addition to full participation in the MBA program, students acquire a solid background in engineering, operations management, information technology, teamwork, change management, and systems thinking. The curriculum blends classwork, research, an internship, interaction with partner company executives, and opportunities to lead and learn by doing.

### The LGO academic program consists of the following:

- » Coursework (20+ courses), comprising complete MBA and engineering Master of Science curricula
- » A two-year leadership sequence consisting of classes, seminars, and other activities
- » Plant tours (more than 15 plants per year, including local tours, a two-week trip to facilities throughout the United States, and an optional international tour)
- » Internship (6.5 months) at partner company leading to dual-master's thesis
- » Engineering and management electives
- » Participation in LGO program management

***LGO's dedicated corporate partners provide generous fellowships for all LGO students.***

# Academic Timetable and Curriculum

## Year One

### Early June – Mid-August

- » **Leadership Workshop**  
The Universe Within
- » **Courses**  
Engineering Probability and Statistics  
High Velocity Systems and Organizations  
Operations Management  
Organizational Leadership and Change (Part I)  
Systems Optimization and Analysis for Manufacturing and Operations
- » **Local Plant Tours**
- » **LGO Program Management**

### Fall Semester

- » **Courses**  
Communication for Managers  
Economic Analysis for Business Decisions  
Financial Accounting  
Leadership Seminar in Management and Ethics  
Organizational Processes  
Proseminar in Manufacturing and Operations  
Engineering and management electives (3)
- » **Local Plant Tours**
- » **LGO Program Management**

### January

- » **Independent Activities Period**
- » **National Plant Tour**

### Spring Semester

- » **Courses**  
Proseminar in Manufacturing and Operations  
Marketing, finance or other management elective  
Product Design and Development or other design course  
Engineering and management electives (3)
- » **Internship Preparation and Initial Site Visit**
- » **Optional International Plant Tour**

## Year Two

### June – January

- » **Internship**  
LGO Partner Company (6.5 months)
- » **Thesis Research**  
Begins

### September – November

- » **Midstream Review**  
Students return to MIT campus to share internship findings to date with peers, faculty and partner companies.
- » **Recruiting Begins**  
LGO partner companies are on campus to interview students for full-time positions. Students may also participate in recruiting through the MBA program, as well as pursue independent job searches.

### January

- » **Knowledge Review**  
Students share internship research with peers, faculty and partner companies.

### February – May

- » **Course**  
Organizational Leadership and Change (Part II)  
Operations Strategy  
Electives
- » **Thesis**  
Completed

### June

- » **Commencement**



## LGO Curriculum

LGO's academic curriculum comprises three themes:

### Foundations

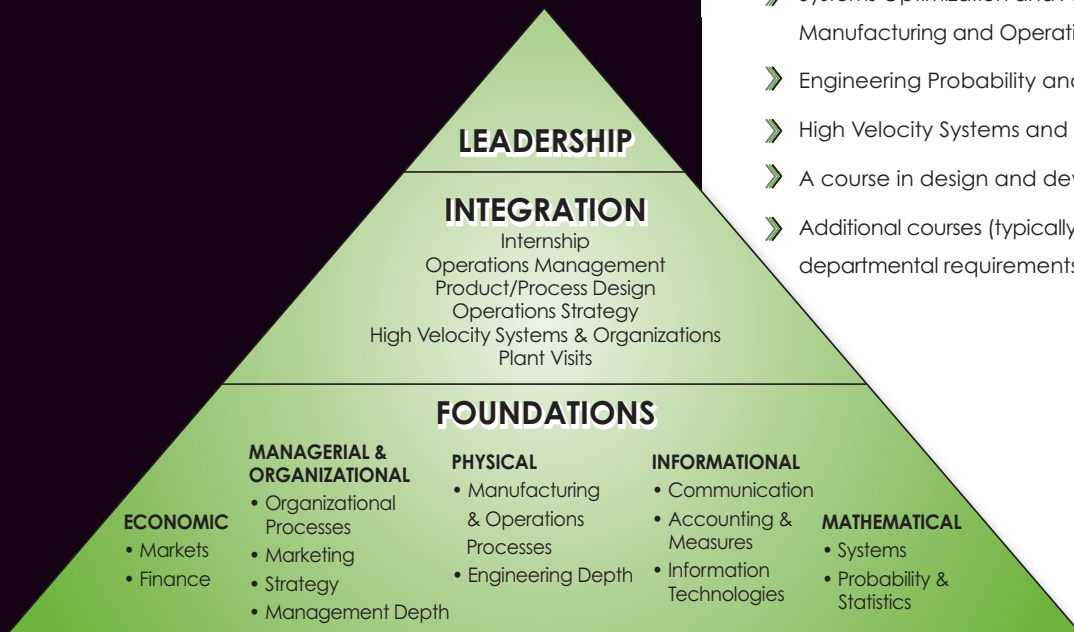
Basic building blocks in skills that go beyond traditional management and engineering requirements for world-class manufacturing and operations

### Integration

The melding of activities and subjects that span engineering and management and embody LGO's conviction that future leaders must be able to integrate technical and managerial information and skills

### Leadership

The critical skill that embraces all other activities and gives students focus and direction



## LGO Engineering Core Program

Eight MIT engineering programs are affiliated with LGO:

- » Aeronautics and Astronautics
- » Biological Engineering
- » Chemical Engineering
- » Civil and Environmental Engineering
- » Electrical Engineering and Computer Science
- » Engineering Systems
- » Materials Science and Engineering
- » Mechanical Engineering

Engineering requirements depend on the department of focus. All students, however, must fulfill the following engineering core program:

- » Systems Optimization and Analysis for Manufacturing and Operations
- » Engineering Probability and Statistics
- » High Velocity Systems and Organizations
- » A course in design and development
- » Additional courses (typically three) to fulfill departmental requirements

## Leadership at LGO

A distinctive feature of LGO is its effort to further the understanding of leadership and provide a model for lifelong learning, continuous improvement, and personal development. LGO's leadership curriculum provides students the opportunity to identify and enhance innate leadership capabilities through:

**Skill development** in communication, motivation, and change management;

**Practice** in dealing with the dynamics of organizational change through case discussions, role plays, team projects, the LGO internship, and participation on LGO committees;

**Reflection** that ensures time for dialogue, evaluation, and intellectual integration: LGO's emphasis on reflection acquaints students with theories of leadership, learning, and organization and encourages shifts in thinking and expansion of the mental models they use to understand the world.

The LGO program is carefully designed to enable students to develop progressively and hone their leadership and teamwork skills. Students work together to create a learning organization that continuously and constructively challenges conventional leadership models. In doing so, they support one another in expanding beyond their previous limitations.

### THE UNIVERSE WITHIN

Students start their academic program with a required course The Universe Within. This week-long class, which includes one day on an Outward Bound experience, covers the theory and practice of leadership and offers ample opportunity to reflect on personal practice and lessons learned. The Universe Within launches LGO's two-year leadership curriculum that helps students become effective leaders, team players and agents for change.

### PLANT TOURS

LGO plant tours expand student understanding of manufacturing and operations breadth and complexity by introducing them to LGO partner companies' diverse operations, plant floor workers, key executives, and other LGO alumni.

During the summer term and academic year, students visit more than 15 companies on local plant tours, a two-week U.S. plant trek, and an optional international trek. Recent international tours visited facilities in China, Germany, Poland, and the Czech Republic.





## Proseminar Speakers

On campus, LGO students attend weekly seminars with faculty and industry experts, complementing their formal coursework by learning about current operations leadership and business issues that are local, national, or international in scope. Recent speakers in this series include the following:

- » **Len Baxter**  
*Global Chief Engineer of Manufacturing, Global Luxury RWD Team, General Motors Corporation*
- » **Jamie Bonini '92**  
*General Manager, Supplier Commodity Engineering, Toyota Motor Engineering & Manufacturing North America*
- » **Tom Culligan**  
*Executive Vice President, Raytheon Company*
- » **Joe DeSarla**  
*VP of Integrated Supply Chain for Automated Control Solutions, Honeywell International Inc.*
- » **Tom Greenwood '02**  
*Director, Strategic Initiatives, Spirit AeroSystems*
- » **Kimball Hall**  
*Vice President, Amgen Inc.*
- » **Bill Krueger**  
*SVP for Manufacturing, SCM, Purchasing, and Total Customer Satisfaction, Nissan North America*
- » **Amanda Taplett '07**  
*787 Preflight & Delivery Supervisor and*  
**Mike Carnette '96**, *777 Manufacturing Superintendent, The Boeing Company*
- » **Tom Taylor**  
*Vice President, Fulfillment, Amazon.com, Inc.*
- » **Rob York '95**  
*Director, Mac Enclosure Operations and*  
**Aaron Raphel '05**, *Manager, iPhone Enclosure Operations, Apple Inc.*

*Company names and titles as of presentation date*



## The LGO Internship & Thesis

A defining experience of the MIT Leaders for Global Operations program is its internship. Each LGO student's academic program includes a six-and-a-half-month internship at a partner company. The internship affords students broader latitude and greater depth than employees, conventional co-op students, or three-month interns are typically permitted. This work provides the basis for each student to write a joint engineering-management thesis. LGO uses thesis research as a way to capture new knowledge and enrich its courses. Often curriculum is updated with cases or results from the most recent internship results.

The LGO internship consists of a unique partnership of students, faculty, and industry. Partner company sites serve as laboratories for the LGO curriculum and as living classrooms for interdisciplinary teams of faculty, students, and seasoned operations practitioners.

During students' first summer and fall terms, partner company representatives give overviews of their organizations to students, describing operations and leadership challenges in their organizations and possible internship project areas. LGO faculty members also help guide the project identification process, talking extensively with company representatives at all levels to determine significant challenges and to assure thesis topic suitability. Because the thesis resulting from a project must integrate management and engineering, each student has two faculty advisors, one from engineering and the other from management.

Although the study topic is a six-and-a-half-month project for students, it represents a continuum for the faculty and company colleagues who guide the work. Students draw upon past LGO internship projects and, in many cases, the collaborative relationships faculty have established with their company colleagues.

During their internships, students must effectively use their limited time on site to address significant industry needs and achieve substantial results. They usually have opportunities to meet with a broad range of company employees, including upper management. These interactions enable students to learn how their host company operates, while deepening their understanding of operations issues.

Students return to MIT after three months for a Midstream Review to share their progress and challenges with peers, faculty, and partner companies. At the end of the internship period, they participate in a Knowledge Review with the same community. At that time, they describe significant results, note the impact they believe they had on site, and recommend future work. During the semester prior to graduation, LGO fellows complete a thesis that documents the research they conducted during their internships.

## Sample LGO Internships

**LGO internships have uncovered issues and introduced new ideas and perspectives leading to bottom-line economic results, saving millions of dollars annually. Some examples:**



*Dave Larson, LGO '09, worked at Sikorsky Helicopter to address a systematic quality issue.*

### Improving Quality at Sikorsky

**Dave Larson, LGO '09**, conducted his internship at Sikorsky, a United Technologies Company located in Stratford, Connecticut that manufactures helicopters for industrial, commercial, and military use. In the post-9/11 environment, demand for helicopters has grown rapidly and Sikorsky has been challenged to keep pace with requests. Larson was asked to reduce re-workable discrepancies. For example, when a mechanic installs a helicopter part, an inspector then checks the installation. Whenever a problem such as a stripped screwhead is found, however, the mechanic must fix it. Over the years, these problems were increasing. Larson looked into ways to prevent such mistakes while improving the process and saving time and labor. He noted that although many parts were made in the Connecticut location, the supply chain of all parts needed to build the helicopters spans the globe, adding another level of complexity. He first watched the mechanic's line to see how parts were installed and found that mechanics were not responsible for fixing their own discrepancies. Moreover, when an inspector found a problem with a part, a different mechanic was tasked with fixing and reinstalling it. Consequently, the initial mechanic often would not know it had been done incorrectly. Larson and his team brought the mechanics

and the inspectors together to address this. They devised a system where at the beginning of every shift, the supervisor distributed problem reports to the mechanics, noting mistakes made the prior day. The mechanic's first job would then be to fix the re-workable discrepancy. Although initially this new process was difficult for all, both teams reported receiving unprecedented feedback that yielded opportunities to learn from their mistakes. "The real win was that the mechanics were thrilled that they did not have to fix other people's mistakes anymore," Larson said. "They thought it was about time."



*Maria Mentzer, LGO '09, a planning analyst, now serves on a team aiming to improve supply chain integration throughout Intel.*

### Simulating Joint Supply Chain at Cisco Systems and Flextronics

**Maria Mentzer, LGO '09**, had a joint internship in which she worked with both Cisco Systems and Flextronics International, an electronics manufacturer that counts Cisco among its customers. She spent the first month of her internship interviewing

Cisco and Flextronics employees to figure out potential problems to study. As part of the process, she mapped out the companies' shared order fulfillment process to identify key interface points. From there, Mentzer set out to improve those interface points and suggested potential projects on which to focus. She ended up building a dynamic simulation capturing the companies' joint supply chain, which allowed her to compare two different replenishment methodologies. Through the simulation, she could quantify the bottom-line impacts of implementing a forecast-driven 'pull' replenishment methodology as opposed to a 'push' methodology. "My simulation gave Flextronics a better understanding of — and greater comfort level with — the Lean methodology that Cisco was applying to its supply chain," says Mentzer. "This, in turn, enabled Flextronics and Cisco to improve how they collaborate in overhauling their replenishment strategy."



*At Intel, David Johnson, LGO '09, worked on test wafer inventory and factory release decisions as part of a Lean initiative.*

### Applying Lean for Cost Reduction at Intel

Over the past few years, Intel's Hudson, MA facility has aggressively pursued Lean methodology to reduce the manufacturing costs associated with its mature 200mm diameter wafer technology. The processes associated with test wafers, wafers designated for process verification and validation have consistently been a source of high costs and performance inefficiencies. As an intern, **David Johnson, LGO '09** was tasked with identifying the root cause problems for these test wafer issues and developing and implementing sustainable solutions. To understand fully the technical and organizational complexities, Johnson spent his first month directly observing floor and system operations, identifying and building relationships with multi-disciplinary stakeholders, and testing rapid, small-scale pilot hypotheses. From this activity, Johnson identified two primary areas of improvement. First, Johnson noticed that certain test wafer inventory levels were in excess, while others were deficient, leading to significantly more expensive test wafer types to be used instead. To minimize cost, Johnson developed a linear optimization program that distributed surplus test wafer inventory to areas of need based upon base characteristic constraints. Using those results, Johnson then led an implementation team that ultimately provided inventory support to 12 different test wafer routes otherwise without material. Second, Johnson observed that the processes for determining what, when, and how many test wafers should be released into the fab lacked standardization and operated at high cost despite poor test wafer availability. Johnson designed, developed, and implemented a fab-wide program that prioritized and calculated thousands of Test Wafer start decisions based upon a Days of Inventory metric. This program and its supporting standard process is driving test wafer inventory reduction (approximately 35%), improved availability (approximately 75%), and diminishing labor resources (4-5 hours/week).



*Susan Bankston, LGO '08, worked for Pepsi Bottling Group, where she helped convert delivery data into a more accurate estimate of sales.*

### Forecasting Consumer Demand at Pepsi Bottling Group

At Pepsi Bottling Group (PBG), Inc. in Somers, New York, **Susan Bankston, LGO '08**, worked to improve the methods by which PBG forecasts consumer demand at the store-item level.

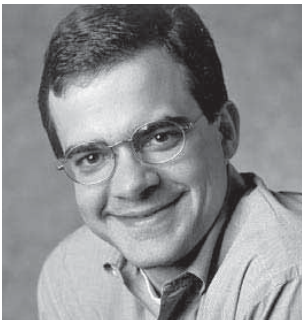
Applying techniques she learned in her systems optimization class, Susan developed a methodology to convert PBG's delivery data into estimates of point-of-sale (POS) data. Her project was part of PBG's innovative approach to forecasting for customers for which it does not have POS data. Bankston's results were so impressive that she was asked to present them at this year's MIT Forum for Supply Chain Innovation meeting entitled "Challenges in Demand Forecasting and Planning." Preparing for her next role, in finance and operations with Victoria's Secret Stores at Limited Brands, Bankston says her experience at PBG was an important one that further solidified her already strong desire to work in the retail industry. "It made me realize that any time you are looking at something you have to be sure that you consider the entire system," she explains. "It is very easy to optimize a process locally without realizing that a better solution could be achieved by optimizing the entire system globally. Now I am thinking more in terms of large systems, where everything is interconnected and interrelated."



**LGO Class of 2011**

## LGO Alumni

After Commencement, LGO graduates become part of an extended community of LGO alumni that offers a lifetime of networking opportunities and events that span the globe. LGO alumni support one another throughout their careers. The alums operate their own site on the LGO Web site, offering information on events and activities, employment opportunities, and more. Several partner companies that employ dozens of LGO grads, such as The Boeing Company, also have an internal network of alums.



**Jeff Wilke, LGO '93**, is now Senior Vice President, North America Retail at Amazon.com, Inc. Formerly, Jeff worked as Vice President/General Manager of Pharmaceutical and Fine Chemicals at AlliedSignal.

"I came to LGO because I wanted the opportunity to spend two years with brilliant people who believe that truly exceptional leaders are committed to strengthening our country's economic base and to creating wealth for shareholders, employees, suppliers, and the community as a whole.

"I continue to be active in the LGO community because most of the leading-edge thinking about business in general and operations in particular is coming out of MIT and LGO. It was important for me in my role at Allied Signal to stay in touch with that thinking, and it continues to be important in my role at Amazon.com. In addition, my most trusted personal advisors and benchmarking partners are my LGO classmates."



**Cristen Baca, LGO '02**, is Vice President of New Product Development at Simonton, one of the nation's leading manufacturers of windows and doors.

"Over the course of my career, I've seen many peers who struggle with

the complexity of large, multidimensional business problems. But LGO is all about giving you a toolkit — along with the confidence and insight — to overcome even the most daunting challenges."

"I also appreciate the cross-disciplinary nature of the LGO experience. The professors do a great job of blending the technical, operational and leadership aspects of the program — and I apply all of these in my day-to-day work at Simonton."

"LGO has certainly opened doors for me. During the program, I met leaders of industry and learned how they were transforming their companies. After I graduated, my association with the MIT and MIT Sloan brands helped me secure more aggressive assignments right out of the gate. And as part of the LGO alumni network, I enjoy access to some of the most respected leaders out there today."



**Patrick Shanahan, LGO '91**, is Vice President and General Manager of Airplane Programs for Boeing Commercial Airplanes. "The tailored Leaders for Global Operations curriculum provided me with the foundation to bring

to Boeing practical solutions to complex, real-world problems. LGO's advanced education has proven,

## LGO

### Alumni (continued)

over time, to be robust and enduring. I continue to leverage what I learned in my work today.”

“The challenges in aerospace are very similar to other large-capital intensive industries. For example, they include product development, process improvement, and attracting and retaining talent. From my perspective, the integrated approach to learning really facilitates system solutions and those solutions have served me and my employer Boeing well.”



**Rick Dauch, LGO '92**, is President and CEO of Acument Global Technologies, a leading provider of fastening solutions.

“As a newcomer to Acument, I’m speaking and meeting with everyone — plant floor operators, suppliers, customers, bankers, investors, and political

representatives of the communities in which we operate. When I received my Fellowship to attend LGO, I was a soldier and had just completed an 11-year career in the military. LGO helped me make the transition from that experience to a polished business professional.”

“Most importantly, LGO opened my eyes to all of the different moving pieces of a business — distribution channels, finance, product engineering and R&D, sales and marketing, branding, and operations — then helped me understand how they all work in concert together. This was a powerful complement to the leadership and time-management skills I acquired in the military.”

“Today, I am still close with several of my classmates and professors. Whenever I needed help as a student they were there. They still are. Each year, our LGO network gets stronger and more powerful!”

## Recruiting & Career Development

Most LGO students pursue careers in manufacturing and operations companies. LGO students may take advantage of recruiting opportunities through the career development offices of LGO, MIT Sloan, and MIT.

### LGO Recruiting

LGO provides students with its own unique recruiting program. All LGO partner companies are invited to visit the MIT campus in November to interview students in the second-year class. All non-sponsored students are eligible to interview with participating companies.

### MIT Sloan Recruiting

Like all MBA candidates, non-sponsored second-year LGO students are eligible to participate in MBA recruiting through MIT Sloan’s MBA Career Development Office (<http://mitsloan.mit.edu/cdo>).

### MIT Recruiting

LGO students are also eligible to participate in MIT’s career services (<http://web.mit.edu/career/www>).



LGO Class of 2010

## LGO Careers

LGO graduates lead exciting careers in manufacturing and operations. Recent LGO grads are working in positions such as:

### Product Manager

Responsible for exploring new business opportunities as well as new product positioning, introduction and promotion. Interacts with sales, financial planning, marketing communications, engineering, technical marketing, and operations. Determines product mix based on market, profitability, and break-even analysis.

### Operations Manager

Responsible for the development and implementation of activities in production areas to meet goals, quality and cost objectives. Prioritizes production schedules based on product introduction, equipment efficiency and material supply. Establishes operational objectives, delegates assignments to subordinate managers, and provides guidance to teams. Responsible for the planning, development, implementation, and maintenance of manufacturing methods, processes and operations for new and existing products. Ensures the effective use of materials, equipment, and personnel in producing quality products at minimum costs.

### Director, Supply Chain Strategic Development

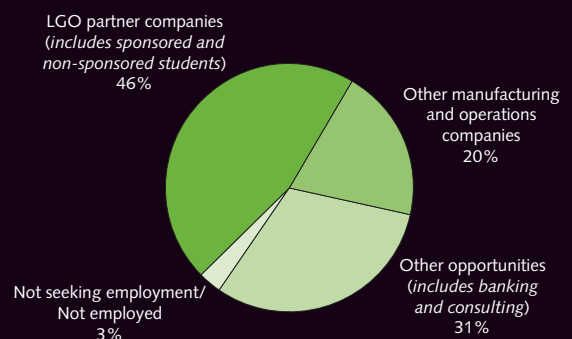
Leads Supply Chain team responsible for identification and development of suppliers to meet new and emerging business requirements for programs valued at \$5-100M over contract life. Represents the Supply Chain organization at bid and proposal meetings to ensure timely and effective supply chain identification, development and management of suppliers and contractors. Develops, implements and manages formal supplier evaluation methodologies in concert with Supply Chain and Program leadership. Manages staff of professional employees.

### Senior Operations Analyst

Assists top executives in designing and implementing improved systems and processes to achieve operational excellence. Focuses on making significant improvements in

productivity, cycle time, and cross-functional collaboration and effectiveness. Helps develop strategic and tactical agendas and addresses high-priority, service-quality improvement and/or cost-reduction change agendas.

## Employment of Recent Graduates



**Average for Classes of 2007, 2008, and 2009: 47 students including 6 sponsored by partner companies. Data reported in August of each year of graduation.**

## LGO Faculty

Because effective leaders need a wide range of knowledge and expertise in technology and management science, LGO draws its faculty from experts who have outstanding track records working with industry and extensive networks that include key industry practitioners. LGO faculty members are active in interdisciplinary research and teaching, as well as student advising, project supervision, and curriculum development.

Each LGO student has two faculty advisors: one from MIT School of Engineering and one from MIT Sloan School of Management. In addition, LGO students have access to the entire MIT faculty, world-renowned for teaching and research.

**A faculty list is online at <http://lgo.mit.edu/faculty.html>.**

## LGO Partner Companies

LGO partner companies play a critical role in all key aspects of our program, including:

- Selecting critical problems for students to tackle — and reinforcing program fundamentals — during internships
- Participating in program decisions and activities, including screening applicants
- Designing and improving the curriculum
- Hosting plant tours
- Recruiting and hiring LGO graduates

“LGO gives its students a set of knowledge and tools that is distinctly better than what any other school offers. MIT enables you to be a change agent.”

- Eugene S. Meieran, Senior Intel Fellow, Corporate Technology Group

For the current list of partner companies, visit  
<http://lgo.mit.edu/lgopartners.html>.

## A Global Community

The LGO community extends beyond its two-year academic program. Over the past two decades, LGO has partnered with universities and companies around the globe to share lessons learned, explore distance education mechanisms, research and discover new ways to transfer knowledge, and create a vibrant community of practice.

Our students, faculty, alumni, and partner companies form a global community that believes improving operations is a lifelong journey of discovery and transformation — of business, society, and ourselves.

## China Leaders For Manufacturing

Developed in 2005 by Shanghai Jiao Tong University (SJTU) with the academic support of MIT, the China Leaders for Manufacturing (CLFM) program is China's only dual-degree, graduate-level manufacturing program. The curriculum, modeled after MIT LGO, focuses on advanced manufacturing and operations principles and practices. Upon graduation each student earns master's degrees in both engineering and management from SJTU, a top-ranked university in China known for its strong schools of engineering and management. The first CLFM class graduates in January 2010.

The relationship between the two programs affords LGO students unique opportunities to experience China's manufacturing environment. The programs jointly established an LGO/CLFM synergy committee,

charged with finding ways for the two programs to learn and gain value from each other through joint activities and projects. In March 2008, 45 LGO students traveled to Shanghai and, joined by the 36 students in CLFM's first cohort, spent three days touring plants in the Shanghai area. A small team of LGO synergy committee members also visited Shanghai in November 2008, meeting their CLFM committee counterparts face-to-face for planning. Then in Spring 2009, LGO students joined CLFM students for the first-ever joint Dragon Team, hosted by Apple. Dragon Teams consist of five to six MIT and SJTU students. Projects last three months, from February to May, and address issues such as Lean manufacturing, supply chain optimization, or inventory management. Most preparation is done virtually, with a two-week, on-site internship in China.

## LGO

### Admissions & Financial Aid

LGO enrolls between 45 and 50 students each year. Each candidate to the LGO program must apply through the MIT Sloan School of Management or the MIT School of Engineering (not both).

#### Qualifications

Competitive candidates for the LGO program:

- » Have an undergraduate or graduate degree in engineering or physical, life, or computer science
- » Satisfy admissions requirements of the MIT Sloan School of Management and a participating MIT engineering department
- » Demonstrate strong interest in a career in operations
- » Possess the abilities to lead and to work effectively in teams
- » Have at least two years of full-time work experience following university graduation

LGO welcomes international applications. Although all applications are carefully considered by the LGO Admissions Committee, preference may be given to those who are legally authorized to work in countries where our partner companies have major facilities.

#### Application Instructions

For application instructions, visit <http://lgo.mit.edu>.

## LGO

### Campus Visits

LGO encourages applicants to visit in the fall. Participants in the LGO Ambassadors program attend classes, eat lunch with current students, and meet faculty members and staff. To arrange a visit, please email [visit-lgo@mit.edu](mailto:visit-lgo@mit.edu).

Prospective applicants may also participate in one or more of MIT Sloan's informational programs. Sloan on the Road events, held in cities around the world, present opportunities to learn more about MIT Sloan by speaking with faculty, staff, students, and alumni. For more information, visit <http://mitsloan.mit.edu/mba/admissions/> and click on "Attend an Event."

## LGO

### Financial Aid

LGO academic and corporate partners provide generous fellowships for all current students. Students are responsible for their own living expenses, laptop, books, course packets, and other fees.

For information regarding additional support, contact the MIT Financial Aid Office at [http://web.mit.edu/sfs/financial\\_aid/index.html](http://web.mit.edu/sfs/financial_aid/index.html).

## LGO

### Sponsorship

Applicants whose employers are LGO partners are encouraged to discuss sponsorship with their human resources department or their company's LGO Operating Committee member.



## About MIT

MIT is a world-class educational institution. Its mission is to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21st century.

The Institute is committed to generating, disseminating, and preserving knowledge, and to working with others to bring this knowledge to bear on the world's great challenges. MIT is dedicated to providing its students with an education that combines rigorous academic study and the excitement of discovery with the support and intellectual stimulation of a diverse campus community. We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind.

MIT is independent, coeducational, and privately endowed. Its five schools and one college encompass numerous academic departments, divisions, and degree-granting programs, as well as interdisciplinary centers, laboratories, and programs whose work cuts across traditional departmental boundaries. MIT is located on 168 acres that extend more than a mile along the Cambridge side of the Charles River Basin.

Sixty-six current faculty and staff members belong to the National Academy of Engineering, 78 to the National Academy of Sciences, 30 to the Institute of Medicine, and 145 to the American Academy of Arts and Sciences.

Seventy-three current and former members of the MIT community have won the Nobel Prize. Thirty-two current and former members of the MIT community have received the National Medal of Science, and two were awarded the National Medal of Technology and Innovation.



## LGO

### Information & Contacts

The LGO program resides within MIT Engineering Systems Division (ESD). ESD's interdisciplinary academic programs and research initiatives address the technical, managerial, and socio-political challenges of large-scale, complex engineering systems. For more information, visit the ESD Web site at <http://esd.mit.edu>.

**For further information, please contact:**

#### » Leaders for Global Operations

**Massachusetts Institute of Technology**  
77 Massachusetts Avenue, Building E40-315  
Cambridge, MA 02139-4307  
Telephone: 617.253.1055  
Fax: 617.253.1462  
Email: [LGO@mit.edu](mailto:LGO@mit.edu)  
Web site: <http://lgo.mit.edu>

#### » MIT Sloan School of Management

**MBA Admissions**  
**Massachusetts Institute of Technology**  
50 Memorial Drive, Building E52-126  
Cambridge, MA 02142-1347  
Telephone: 617.258.5434  
Email: [mbaadmissions@sloan.mit.edu](mailto:mbaadmissions@sloan.mit.edu)  
Web site: <http://mitsloan.mit.edu>

#### » MIT School of Engineering

**Massachusetts Institute of Technology**  
77 Massachusetts Avenue, Building 1-206  
Cambridge, MA 02139-4307  
Telephone: 617.253.3291  
Email: [engineering@mit.edu](mailto:engineering@mit.edu)  
Web site: <http://web.mit.edu/engineering>

#### » Departmental Offices

**Aeronautics and Astronautics**  
617.253.0043

**Biological Engineering**  
617.253.5804

**Chemical Engineering**  
617.253.4577

**Civil and Environmental Engineering**  
617.253.7119

**Electrical Engineering and Computer Science**  
617.253.4603

**Engineering Systems**  
617.253.1182

**Materials Science and Engineering**  
617.253.3302

**Mechanical Engineering**  
617.253.2291

## Non-Discrimination Policy

The Massachusetts Institute of Technology is committed to the principle of equal opportunity in education and employment. The Institute does not discriminate against individuals on the basis of race, color, sex, sexual orientation, gender identity, religion, disability, age, veteran status, ancestry, or national or ethnic origin in the administration of its educational policies, admissions policies, employment policies, scholarship and loan programs, and other Institute-administered programs and activities, but may favor US citizens or residents in admissions and financial aid.\*

The Vice President for Human Resources is designated as the Institute's Equal Opportunity Officer and Title IX Coordinator. Inquiries concerning the Institute's policies, compliance with applicable laws, statutes, and regulations (such as Title VI, Title IX, and Section 504), and complaints may be directed to the Vice President for Human Resources, Room E19-215, 617-253-6512, or to the Coordinator of Staff Diversity Initiatives/Affirmative Action, Room E19-215, 617-253-1594. In the absence of the Vice President for Human Resources or the Coordinator of Staff Diversity Initiatives/Affirmative Action, inquiries or complaints may be directed to the Executive Vice President, Room 3-211, 617-253-3928, or to the Director of Labor and Employee Relations, Room E19-235N, 617-253-4264, respectively. Inquiries about the laws and about compliance may also be directed to the Assistant Secretary for Civil Rights, US Department of Education.

\*The ROTC programs at MIT are operated under Department of Defense (DoD) policies and regulations, and do not comply fully with MIT's policy of nondiscrimination with regard to sexual orientation. MIT continues to advocate for a change in DoD policies and regulations concerning sexual orientation, and will replace scholarships of students who lose ROTC financial aid because of these DoD policies and regulations.

Design and Production: Jennifer Z-Dolbashian, jzDesignz

Photography: Constance Brown, Constance Brown Photography; Barry Hetherington;

members of the LGO community and MIT

Copy Editing: Patty Eames and Vicki Mach

Printing: Des Offset, Providence, RI

©Copyright 2009 All Rights Reserved

MIT Leaders for Global Operations reserves the right to change program content at any time. We work continuously to improve our curriculum, so the inclusion or exclusion of any information in this presentation does not imply commitment on the part of MIT or the LGO program.

## LGO PARTNER COMPANIES\*

ABB

Amazon.com, Inc.

Amgen Inc.

The Boeing Company

Cisco Systems, Inc.

Dell Inc.

General Dynamics Ordnance  
and Tactical Systems

General Motors Corporation

Genzyme Corporation

Honeywell International Inc.

Inditex, S.A. (Zara)

Intel Corporation

Kimberly-Clark Corporation

Northrop Grumman Corporation

Novartis AG

Raytheon Company

Spirit AeroSystems

United Technologies Corporation

\*as of July 1, 2009



**MIT LGO**  
**Leaders for Global Operations**  
*formerly MIT Leaders for Manufacturing (LFM)*

MIT SCHOOL OF ENGINEERING | MIT SLOAN SCHOOL OF MANAGEMENT



**MIT # ENGINEERING**

LGO is sponsored jointly by MIT Sloan School of Management and MIT School of Engineering.  
The LGO program resides within MIT Engineering Systems Division.