

Executive M.B.A. Program

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Mission Statement

The programs strive to educate the students to become leaders who think critically, plan strategically, and act decisively in an increasingly competitive and global economy. The Executive MBA Programs promote the highest level of real-world experience by incorporating and analyzing the empirical knowledge of the students, thus fostering a Socratic educational environment.

Executive MBA (EMBA) Learning Goals and Objectives

Leadership: Students will demonstrate an understanding of what leadership entails, that is, to foster the motivation, inspiration, and direction skills necessary for an organization to achieve its goals.

Stakeholder Value/Functional: Students will demonstrate both breadth and depth of knowledge in the major *functional* areas of the organization, including the *interpersonal skills* needed for success within organizations; students will develop an understanding of the concept of value, the role of the different business functional areas in value creation, and how the value creation activities of the organization impact company stakeholders including owners, employees, customers, local communities, interest groups and society as a whole.

Problem Solving/Critical Thinking: Students will develop *critical thinking skills*, that is, the process of conceptualizing, applying, analyzing, synthesizing, and/or evaluating information as the basis for solving problems and making decisions.

Ignatian Values: Students will develop an appreciation for and ability to apply Ignatian values - an insistence upon ethical decision making and a desire for social justice - to business decisions.

Global/Diversity: Students will have a basic knowledge of world geography; will understand major economic, political and cultural differences

and influences in different regions of the world (U.S./North America, Central and South America, Africa, Western Europe, Eastern Europe and Russia, and the regions of Asia and the Pacific Rim) and will develop an understanding of and respect for diversity in the population and in organizations related to differences across cultures, ethnic groups, socio-economic groups, gender and sexual orientation.

The Programs

The Executive MBA Programs enable experienced professionals to obtain a Master's degree in Business Administration on schedules that minimize disruption of career and personal pursuits. Professionals with demonstrated qualities, proven skills, and personal strengths participate in a highly charged learning environment reflecting Saint Joseph's long-standing tradition of business ethics and leadership values. As a result, participants are better prepared for today's business realities with fresh thinking, competitive insights, and new strategic competencies.

The One-Year Executive MBA Program (12-month model) is designed for people who have an undergraduate business degree, thus allowing them to waive the first two semesters of our 20-month program.

Teaching and Learning Methods

The Executive MBA Programs feature integrated learning as their cornerstone. Learning modules establish a theoretical base and then accelerate to practical applications. Teaching, learning and evaluation strategies are based on a balanced blend of individual and team study. Working closely over the course of the Program, class members gain diverse perspectives and enhance interpersonal skills that are essential in the workplace. Each Executive MBA class is limited in size to provide greater opportunity for exchange of information.

Academic Calendar

The 20-Month Executive MBA Program begins in late August with a two-day orientation. The One-Year Executive MBA Program begins in late April/May with a two-day orientation. Classes meet on alternating Fridays and Saturdays from 8:00 a.m. to 5:00 p.m. for 20 or 12 months, respectively. Student breaks are scheduled during holidays and summer. The international residency is held during spring break of the final semester. Graduating Executive MBA students participate in the University commencement ceremony in May.

Curriculum*

The Executive MBA Program enables professionals with at least five years of work experience to obtain a Master's Degree in Business Administration in a model that minimized disruption of career and personal pursuits. The Executive MBA Program within The Haub School of Business is unique in its understanding of the forces that drive modern business. The program has an innovative curriculum, which balances the practical analysis of business issues with the benefits of formal education.

The intensive 20-Month Program spans 48 credits and five semesters, and the intensive One-Year Program spans 30 credits and three semesters. This distinctive format provides a convenient alternative to traditional mid-week classes.

Schedule of Courses

20-Month Program Begins

Semester 1 (Fall) **Total: 9 credits**

ACC 530	Accounting Concepts I	2
DSS 585	Business Intelligence Tools and Concepts	2
FIN 501	Economics (Micro and Macro)	2
MGT 510	Empowering Work Organization	2
MGT 574	Teams I	1

Semester 2 (Spring) **Total: 9 credits**

ACC 570	Creating and Measuring Shareholder Value	2
DSS 581	Business Statistics	2
FIN 504	Finance Foundations	2
MGT 512	Legal Environment	1
MKT 521	Marketing Concepts	2

One-Year Program Begins

Semester 1 (Summer) **Total: 10 credits**

ACC 620	Financial Statement Analysis	1
BUS 570	Strategic Management/Marketing	2
DSS 582	Research Skills	2
DSS 583	Decision Making Techniques	2
MGT 512	Human Resources (20 Month Students)	1
MGT 572	Leadership & Executive Development I	1
MGT 574	Teams I (One Year Students)	1
MGT 531	Integrated Marketing Communications	1

Semester 2 (Fall) **Total: 10 credits**

BUS 571	Global Business Intl. Accounting, Intl. Finance, & Intl. Marketing	3
FIN 506	Analysis of Financial Markets	1
FIN 550	Shareholder Value Management	3

MGT 570	Ethics 1	2
MGT 575	Influence, Negotiation & Conflict	1

Semester 3 (Spring) **Total: 10 credits**

BUS 572	International Residency	1
DSS 584	Business Intelligence	1
FIN 624	Investments	1
MGT 571	Ethics II	1
MGT 573	Leadership & Executive Development II	1
MGT 798	Capstone Simulation	2
MGT 799	Business Policy	3

**Subject to change.*

The Candidate

The Executive MBA Programs are innovative graduate degree programs designed specifically for highly motivated and successful individuals. Students are selected with an emphasis on diversity of experience, profession, and industry. A minimum of five years professional experience is required, and candidates should demonstrate leadership as well as a proven record of high performance. One class is admitted per year in late August for the 20-Month Program and one class is admitted per year in early May for the One-Year Program.

Admissions Requirements

In order to apply to the Executive MBA Program, the following is required:

- Minimum five years professional experience
- Completed Online application form - www.sju.edu/emba
- Detailed current resume
- Personal statement
- Official transcripts of all course work from each undergraduate and graduate school attended, with minimum GPA of 2.5. International students need an official course-by-course evaluation by World Education Services (WES) of undergraduate and/or graduate education;
- An undergraduate business degree for One-Year Executive MBA Program only
- A structured personal interview or GMAT or GRE
- Letter of recommendation from corporate sponsor/supervisor
- Math readiness examination
- Writing assessment

The Executive MBA Programs work on a rolling admission basis. Once a candidate's file is complete and he/she has been interviewed, the file is reviewed by the Admissions Committee. The

Committee reviews and discusses the files of all applicants. All admissions criteria are carefully reviewed by the committee. Applicants are also considered relative to the Program's objective and the Mission of the Haub School of Business. Official acceptances and rejections are made by the Admissions Committee. While consensus is sought, majority rules in the decision-making process.

Structure of Admissions Committee

Each year the Dean of the Haub School of Business appoints a full-time faculty representative from each department to serve on the Executive MBA Admissions Committee. These faculty will interview candidates for possible admission to the university.

Transfer of Courses

Courses are not waived in the Executive MBA Programs. As lock-step Programs, all students must take all courses. Additionally, credits do not transfer into the Saint Joseph's University Executive MBA Programs.

Executive MBA Academic Policies and Regulations

Time Limit and Leave of Absence

Due to the lock-step nature of the Executive MBA Programs, students are required to complete all degree requirements with their class within a 20-month or 12-month period. Extension beyond this may be made only with the approval of the Program Director and then only for extremely unusual or serious reasons.

Advising Process

Faculty who teach in the Executive MBA Programs are personally accessible to students. Since all Executive MBA students are provided with an e-mail account, students have the option to communicate with faculty via e-mail, in person, or by phone. Students may also speak with the Program Administrator, Program Director, Department Chair, or the Dean of the Haub School of Business at any time.

Probation and Academic Dismissal

Students enrolled in the Executive MBA Program who receive a grade of C or below for three (3) credit hours will receive a warning letter. Students who receive a grade of C or below for six (6) credit hours will be placed on academic probation and will be so advised by letter. Students who receive a grade of C or below for nine (9) credit hours will be dropped from the program. The Executive MBA

Program Director monitors student progress throughout the course of the program.

The university reserves the right to request the withdrawal of any student when, in its judgment, the general good of the university requires it.

Grading System

The Executive MBA Programs issue letter grades at the completion of each semester and follow the Haub School of Business grading system as illustrated under *Academic Policies and Regulations*. All students must maintain a 3.0 GPA in the program to be eligible for graduation.

Curricular Changes and Academic Honesty Policy

Executive MBA students are notified in writing of any/all curricular revisions. As a lock-step program, all students begin and complete the program at the same time. Saint Joseph's EMBA Programs are 20 months or 12 months from start to finish. Academic honesty is discussed during the orientation session. The Executive MBA Programs follow the University's Academic Honesty Policy as described under *Academic Policies and Regulations*.

Faculty/Course Management

Department Chairs assign all faculty teaching in the Executive MBA Programs. Faculty teaching in the Executive MBA Programs continuously revise and update their courses. Students are asked to complete comprehensive instructor evaluation forms at the end of each course. These forms not only evaluate the instructors' teaching abilities, but the course and its effectiveness.

Executive MBA faculty continually interact with the class and, therefore, have a good sense of the level of understanding and effectiveness. All course expectations/syllabi are kept on file in the Executive MBA office.

General Information

All Executive MBA classes are held on campus in Mandeville Hall, thereby affording students full access to University facilities and services. Mandeville Hall offers state-of-the-art technology in the Moot Board Rooms, where most classes are held.

During the Executive MBA Orientation/Residency Session, students are introduced and trained in the areas of academic computing, the library, and instructional media. Each student is assigned a University e-mail account upon enrollment. Executive MBA students are provided with a laptop

computer so they may take full advantage of the University's technical facilities.

Tuition

The 2014-2015 tuition for the 20-Month Executive MBA Program is \$72,000* for the full 20-month program. The 2014-2015 tuition for the One-Year Executive MBA Program is \$63,000* for the full 12-month program. Tuition and fees include laptop computer, textbooks, instructional materials, the international residency costs, parking permits, student ID, library and computer lab fees, breakfast and lunch on class days, and executive coaching.

A non-refundable deposit must be paid to the university as soon as possible following the candidate's acceptance. Tuition and fees must be paid in full prior to the start of each academic year, unless an Executive MBA student or sponsoring organization elects to use the deferred payment plan.

Should a student become delinquent during an academic year (does not make payment by the due date specified), a late fee may be assessed for each month that the payment is delinquent.

** Tuition subject to change.*

Deferred Payment Plan for Executive MBA Program

The Employer Deferral program offers students whose tuition is being paid by their employer the ability to pay their tuition at the end of each semester. There is a \$35.00 application fee for this program.

Inquiries

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Executive M.B.A. Courses

ACC 530 Accounting Concepts I (2 credits)

This course is designed to provide an overview of how financial information is accumulated, analyzed, interpreted, summarized, and communicated. Emphasis is placed upon an understanding of the concepts necessary to use accounting data effectively. In keeping with this focus, a user's or manager's approach (as opposed to a preparer's or accountant's approach) is adopted throughout this

consideration of accounting principles and reports. In addition to the discussion of aspects of "external" reporting, this module will provide an introduction to "internal" reporting (i.e., managerial accounting) by way of examining the methods by which product costs are accumulated. The role of accounting in the manufacturing, merchandising, service industry and government will be examined. Also, the auditing implications for organizations including internal control systems and the role of the external auditor will be discussed.

ACC 570 Creating and Measuring Shareholder Value (2 credits)

An examination of the sources and uses of internal accounting information in the planning and control processes of the firm. Specific areas of coverage include budgeting, activity based costing, TQM, "cost, profit volume analysis," accounting decision models, capital budgeting, time value of money, and the behavioral impacts of control systems.

ACC 620 Financial Statement Analysis (1 credit)

This course is designed to acquaint the business professional with the tools to properly analyze external financial statements. Emphasis will be placed on evaluating the quality of current earnings, the use of ratio analysis, and the use of external resources. Annual reports will be analyzed as part of a group project.

BUS 571 International Management (3 credits)

This course focuses on the interrelated issues of the environment of international business, international business strategy, and organizational structure behavior and coordination. The impact of culture, competition and market forces is explored. International trade will also be examined, with an emphasis on global trading blocs and transition economics.

International Accounting

A broad overview of international accounting with an emphasis on the standards and practices in selected countries (Japan, U.K., Germany) and regions (European Community). Issues of current interest such as attempts to harmonize differing financial disclosure practices around the world, international transfer pricing strategies, the accounting for foreign currency transactions, and the impact of international taxation will be discussed in an attempt to sensitize students to variations in the accounting practices encountered beyond the local (domestic) perspective.

International Finance

A study of the ways and means to reduce financial risks involved in international financial management. Consequently, the course deals with the interrelationship between the international monetary environment and financial planning for corporations with overseas operations. It analyzes the effects on international financial planning—such factors as exchange rate fluctuations, currency restrictions, and tax regulations. It examines financial aspects of multinational business including foreign investments and trade.

International Marketing

Analyzes the differences between marketing in the USA and international markets. The major objective is to have students gain an understanding of the people, history, culture, current economic situation, business practices, and entry strategies for the European Union, Eastern Europe, C.I.S., Middle East, Central and Latin America, and Asia.

BUS 572 International Residency (1 credit)

The international residency is a ten-day (approximate) international trip under the guidance of EMBA faculty members. This trip provides first hand exposure to the impact of culture, competition, health care, and market forces on businesses and economies. Students tour businesses in a variety of industries, speak with executives and attend lectures. Project assignment for this course is given by EMBA faculty members assigned to the trip.

DSS 581 Business Statistics (2 credits)

This course is designed to help students develop skills in applying quantitative techniques in solving business problems and decisions. Topics include descriptive statistics, statistical inference, and regression and correlation analysis. Students will use the tools from the DSS Tools and Concepts module and build upon them to solve more complex and realistic problems.

DSS 582 Research Skills (2 credits)

This course is designed to help students develop a working knowledge of the business research process. Topics include proposal development, research design, survey design, collection and analysis of data, and presenting results. Practice is provided in carrying out a practical research project of limited scope. This course will provide an application of some of the concepts in the Business Statistics course.

DSS 583 Decision-Making Techniques (2 credits)

This course continues the DSS module with the examination of more advanced decision models used in management science for solving complex business problems. It will provide an appreciation of the wide range and complexity of decisions faced by managers in the different functional areas. Topics covered will include the art of modeling, aggregate planning, and decision making under uncertainty and risk. This module will also cover the concepts and tools of forecasting, simulation, Data Mining (in conjunction with the Business Intelligence Module) for support of Customer Relationship Management (CRM) and business analysis.

DSS 585 Business Intelligence 1 credit

This course first examines the structure of operational, tactical and strategic information systems and their role in the contemporary organization. Topics such as knowledge management, enterprise systems (ERP), and e-Commerce will be presented flowing to issues of the data warehouse and its role in the Business Intelligence. The module will conclude with an analysis of the issues in managing the information technology resource through readings and case studies of organizations and their use of technology to address critical operational and strategic goals.

FIN 501 Economics (Micro and Macro) (2 credits)

The theory of the firm from an economic perspective with an emphasis on techniques useful for decision-making. Topics include demand curves, marginal analysis, market structure, pricing, output, production and loss, theory of distribution, capital theory, as well as capital and investment decisions. Macroeconomics topics include determination of G.D.P., interest rates and an introduction to International Economics.

FIN 504 Principles of Finance (2 credits)

The main objective of this course is to acquaint the student with the basic concepts and tools of finance and to develop analytical skills which serve to enhance financial decision making. Topics include the objective of finance, time value of money, risk and return concepts and measurements, bond and stock valuation, and capital budgeting under certainty and uncertainty.

FIN 506 Analysis of Financial Markets (1 credit)

This course examines the operations, investment policies and analysis of financial institutions and their relationship to money and capital markets.

Topics covered include the financial system, the Federal Reserve System, monetary policy, international financial relationships, and interest rate theory

FIN 550 Shareholder Value Management (3 credits)

The main objective of this course is to provide the student with a sound understanding of both the theory and practice associated with the management of assets and liabilities. Topics include capital budgeting under uncertainty including mergers and acquisitions, cost of capital, leverage and capital structure decisions, dividend policy, and working capital decisions.

FIN 624 Investments (1 credit)

The main objective of this course is to provide the student with a sound understanding of both the theory and practice associated with Investments. Topics included in this course are Financial Markets and Instruments, Risk and Return, Efficient Diversification, Capital Asset Pricing Theory, Arbitrage Pricing Theory, Performance Evaluation and Active Portfolio Management, and Efficient Markets. In addition, the course looks to improve your use of technology in an investment analysis setting by spending time in the trading room working with multiple financial data packages.

MGT 510 Empowering Work Organizations (2 credits)

This course examines the impact of individual, group and organizational behavior on the performance of an organization. Topics include leadership, motivation, group and team dynamics, organizational change, communication, and conflict management.

MGT 511 The Legal Environment (1 credit)

The purpose of this course is to acquaint the student with the legal environment in which businesses operate. It will describe the judicial process and legal system, and examine areas of the law of interest to students as identified by a pre-course survey.

MGT 512 Human Resources (1 credit)

The Human Resource Management course is designed to introduce graduate students to the key concepts and practices in human resource management (HRM). As part of the six seminars that make up this course, students will be exposed to the support and functional activities involved in the management of human resources. This exposure will also involve an overview of the

relationships that these activities have to various outcomes that organizations seek to achieve through HRM, and the strategic role HRM can (and should) play in organizational development. Aimed at the graduate student who sees him/herself as either a future (or current) general manager or a specialist who deals with general managers, the course forces the student to struggle in a realistic and practical way with human resource policy and administration issues that top managers face today. The course also consists of students performing a HRM Audit and Evaluation study of an actual company's human resource strategies and activities.

MGT 570 Ethics I (2 credits)

This course develops foundational concepts in ethical theory that are necessary tools for a systematic and disciplined evaluation of business practice. Central attention is given to the use of rights and the common good in moral arguments. Ethics I also begins to apply these conceptual tools to specific issues in business ethics.

MGT 571 Ethics II (1 credit)

This course continues the application of theoretical tools developed in Ethics I and it requires students to prepare a team-based case analysis.

MGT 572 Leadership and Executive Development I (1 credit)

What makes a leader? How does one realize her or his leadership potential? This course is designed for professionals who want to develop their leadership skills in work organizations. Through written self-assessments, leadership plans, self-generated cases, live workplace feedback (360 degree process), executive coaching, and theoretical grounding in leadership studies, students will learn how to become more successful leaders

MGT 573 Leadership and Executive Development II (1 credit)

This course finishes the process started in MGT 572. Students will assess their leadership development progress between courses, learn and apply new material about leadership, and further refine their practice of leadership.

MGT 574 Teams I (1 credit)

This seminar focuses on research- and evidence-based practices of effective leadership. Through readings, discussion, and personal practice, students will learn about the use of power and

influence in organizations, and how to communicate and manage conflict constructively in diverse settings. Students will also learn about evidence-based practices regarding perception, attribution, and motivation.

MGT 575 Influence, Negotiation & Conflict (1 credit)

This course explores and challenges the use of influence, effective negotiation, conflict resolution, and decision-making in organizational settings. Focus is on basic principles, concepts, and theories. The course goal is for students to obtain a theoretical understanding of influence, negotiation, and improve their ability to engage a wide range of situations. Moreover, the course is highly interactive, involves a series of negotiation, and conflict resolution exercises. These exercises are framed, and analyzed in terms of readings, and in-class discussions.

MGT 798 Capstone Simulation (2 credits)

This course is a computer simulation experience designed to integrate and apply knowledge gained throughout the EMBA Program. The focus is on strategic analysis and choice in a team-based and competitive learning environment. Student teams vie for competitive advantage in the industry. The simulation includes a realistic treatment of market and competitive dynamics and is completed over the course of multiple days during the students' final residency in the program.

MGT 799 Business Policy (3 credits)

These seminars will serve as a capstone course for the EMBA Program, focusing on the Strategic Management Process. The seminars will provide an opportunity to learn strategic management concepts and to analyze and develop strategic recommendations using the case study method. The seminars will culminate in an in-class "live case."

MKT 521 Marketing Concepts (2 credits)

This course is intended to provide an overview of the philosophy and organization of marketing, the concepts of marketing planning and strategy, the impact of the macro and task environments on the marketing function, the marketing research function and the process of managing marketing information flows, and the major elements of marketing programs. The concepts of positioning, segmentation and targeting will be highlighted, along with discussion of product planning and

development, and the elements of the marketing mix.

MKT 531 Integrated Marketing Communications (1 credit)

This course is designed to introduce the student to the important elements of effective and integrated Marketing Communications (IMC) including advertising, sales promotion, personal selling, publicity, public relations, interactive marketing, and direct marketing so that an organization can communicate effectively to its employees, customers and shareholders. It looks at each of the mediums individually and collectively to learn how to successfully coordinate marketing elements to present one clear and collective voice. As well as the numerous facets of traditionally IMC, students will learn how emerging strategies such as guerilla, buzz, Internet and search marketing are playing more critical roles in developing effective integrated marketing campaigns. Finally, it also takes into consideration the ethical and legal implications of marketing communications in general, and advertising in particular. By the end of this course the student should have a good appreciation and understanding of marketing communications.