The Executive MBA

INFORMATION PACKET - Fall 2015

JOHNS HOPKINS CAREY BUSINESS SCHOOL

Where business is taught with humanity in mind.
PROGRAM OVERVIEW

The Executive MBA program is designed for high-potential senior managers who have extensive work experience in their professional areas and seek to enrich their academic and professional background with a formal MBA training and understanding of the global business setting. This 20-month MBA program is guided by the principle of belief in adaptability, change and growth. The program is delivered in a format that will meet the needs of full-time working business executives.

This unique program has an integrated and strategic emphasis that incorporates many recently-initiated innovations in business education at the Johns Hopkins Carey Business School. The curriculum presents business concepts in a way that breaks down traditional functional silos and promotes more integrated framing of business issues. Each course stresses practical application of concepts through examples, case studies, and best-practice presentations (from specially selected practitioners) that highlight how the most innovative firms are addressing the complex challenges of a rapidly globalizing world economy.

Beyond courses that cover core business concepts, the curriculum features special topics sessions and advanced seminar courses to give students a sophisticated grasp of contemporary regional and globally relevant business practice. MBA candidates work in teams on course assignments during the residential sessions.

The candidates for the Executive MBA program are drawn from around the world and are connected by a common desire to accelerate their careers into the top ranks of their companies. Students are selected and recommended by their companies, which will demonstrate a strong support and commitment to MBA candidates’ professional growth and investment of their time and energy to complete the program requirements.

Benefits of the Executive MBA program

- Small scale and interactive setting
- Cohort-based program
- Opportunity to immediately apply newly acquired academic and applied knowledge to students’ work environment
- Integrated approach and rigorous coverage of key business concepts
- Focus on group projects
- Leadership and professional development courses

Target Group

- Minimum 7-10 years of professional experience
- Demonstrated management experience and leadership skills (leading projects and teams)
- Diverse professional, academic, and geographical backgrounds
Program structure

- 54 credits; total length: 20 months and program starts in the Fall semester, September 2015.
- The program consists of 9 residencies, including:
  - Orientation Weekend (August 14-16, 2015 in Baltimore, MD)
  - 8 week-long residencies (7 days each) in Baltimore, MD with a combination of on-site and distance learning for certain components of the courses
  - 1 international residency (8 days)
- Residencies take place approximately every 2 months.
- Prior to each residency, students receive a reading package with pre-module homework, case studies, and exercises that they are required to complete for partial credit toward the next residency.
- Post-residency work will consist of case studies and take-home exams that students complete in order to receive full credit for the residency work.

Admissions Criteria/ Requirements

- Application (online)
- Resume
- Transcript(s)
  - Course-by-course credentialing (required for all international degrees)
- 2 letters of recommendation, including:
  - Recommendation from current supervisor
- Essay
- GMAT (NOT required; but must request waiver with supporting explanation)
- TOEFL (required for international students; or must request waiver with supporting explanation)
- Application deadlines:
  - Priority – November 3, 2014
  - Standard – February 2, 2015
  - Final – May 4, 2015

Total Program Fee: $117,000 for cohort starting Fall 2014; tuition for Fall 2015 will be announced in Spring 2015

Program fees include:

- Tuition fees
- Access to all online courses
- All registration and graduation fees
- Textbooks, required reading materials, case studies
- Lodging at all domestic residencies (hotel accommodations, breakfast, lunch)
- Lodging at international residency (hotel accommodations, breakfast, lunch)

Program fees do not include:

- Travel to and from residencies
- Dinners at each residency
- Airfare for international residency

For information on admissions requirements and other questions, please contact:
Julia Schreck – Executive MBA Admissions Officer
Phone: (410) 234-9462 | Email: julia.schreck@jhu.edu | Web: www.carey.jhu.edu/emba
EXECUTIVE COACHING

Carey is among the first schools that recognized the need to provide Executive Coaching to Executive MBA candidates, to help them identify and explore specific goals for their professional and leadership development.

We adopted the belief that everyone is a leader, by choice or default. The role of the coach is to identify strengths and move clients through challenges, which get in the way of their natural leadership. A coach understands what it takes to seamlessly integrate the school experience with the career transition, acceleration, or transformation process.

“The bottom line is that Johns Hopkins Carey Business School cares deeply about every student’s career development and success,” said Oksana Carlson, Assistant Dean of Education at Carey. “This is just one more asset we provide enabling our students to be positioned to lead while developing a strong sense of ethical consideration and a global perspective, equipping them to tackle complex business environments.”

Why Executive Coaching?

Executive Coaching is an extraordinary crucible for leadership development with a particular focus on helping leaders develop mindfulness, agility and resilience, which is absolutely essential in today’s demanding environment. We strive to have individuals walk away from coaching with a set of practices that allow them to respond, rather than react, to the challenges they face as highly successful business leaders. These mindfulness and reflection practices can also help leaders relieve stress, develop patience with themselves and others, and enhance focus and concentration on the things that “really” matter to them as individuals and to the organizations they lead.

How does Executive Coaching work?

The Executive Coaching program starts with the group session to set the stage and build the framework for future activities and interaction with Executive Coaches. We engage 5-10 coaches who are certified career and leadership coaches specializing in coaching senior executives from industry, government, and non-profit sectors. Each Executive MBA student receives 9 sessions throughout the program in a thought-provoking partnership designed to inspire and support students and maximize their professional potential. Through a combination of individual coaching, group facilitation, and comprehensive assessment tools, students experience clarity, direction, and purpose as they address their most pressing issues – professionally and beyond.

The coach serves as a facilitator to help you attain your full potential as a leader. The emphasis is not on the past but on the future and its relevance in guiding present thoughts and actions.

What topics do EMBA students focus on, in Executive Coaching?

- Leadership: your primary leadership style, how to expand/incorporate variety of leadership approaches
- Building effective teams: working within and across departments
- Motivation, reward, retention of your staff
- Re-positioning yourself in your industry
- Making a career change or entering a new industry: risks and opportunities
- Managing the Board; serving on the Board

The goals for Executive Coaching:

- To aid you, as a transformative leader, in developing mastery of your career, achieving professional success, and ascending to the next level within your organization
- To help you receive constructive feedback in a supportive environment and concrete action plan for continuing your development as a leader – and getting results in your organization
- To give you time to reflect on your coursework and sharpen your awareness of your own unique leadership skills and abilities
- To help you become more acutely aware of your impact on others and managing relationships up and down the organization
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<thead>
<tr>
<th>Residency</th>
<th>Dates</th>
<th>Modules / Courses</th>
<th>Credits</th>
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<tr>
<td>Program Preparation</td>
<td>Course Starts: July 26, 2015</td>
<td>Statistical Analysis (onsite &amp; online)</td>
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<td>• required for EMBA students</td>
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<td>• Course dates: July 26 – September 20, 2015</td>
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<td>• Access via: blackboard.jhu.edu</td>
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<td>EMBA Orientation</td>
<td>August 14–16, 2015 (Baltimore, MD)</td>
<td>Orientation for new EMBA students (required)</td>
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<td>• Opening Session &amp; Welcome</td>
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<td>• Program Logistics &amp; Academic Overview</td>
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<td>• Student Services, Systems &amp; Resources</td>
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<td>• Leadership Academy</td>
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<td>Pre-residency: Aug 17–Sep 12</td>
<td>Statistical Analysis Final Exam</td>
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<td></td>
<td>Onsite: Sep 13–20, 2015</td>
<td>Innovative Leadership</td>
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<td>Microeconomic Foundations of Managerial Decisions</td>
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<td>Pre-residency: Oct 14–Nov 7</td>
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<td>Onsite: Nov 8–15, 2015</td>
<td>Statistical &amp; Behavioral Foundations of Managerial Decisions</td>
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<td>Post-residency: Nov 16–Dec 15</td>
<td>Leading Marketing Strategy</td>
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<td>3</td>
<td>Pre-residency: Jan 19–Feb 20</td>
<td>Accessing Capital Markets</td>
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<td></td>
<td>Post-residency: Feb 29–Mar 16</td>
<td>Leading Technology Commercialization</td>
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<td>Business Negotiations In &amp; Between Cultures</td>
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<td>Pre-residency: Mar 17–Apr 23</td>
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<td>Onsite: Apr 24–May 1, 2016</td>
<td>Leading Creativity</td>
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<td>Post-residency: May 2–May 13</td>
<td>Strategically Managing Human Resources</td>
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<td>Leading Technology Commercialization</td>
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# EXECUTIVE MBA PROGRAM

## PROGRAM OUTLINE & COURSE DESCRIPTIONS: 2015 – 2017

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<tr>
<th>Residency</th>
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<td>Leading Technology Commercialization</td>
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<td>Onsite: Jun 26–Jul 3, 2016</td>
<td>(T&amp;D) Ethical Leadership</td>
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<td>Post-residency: Jul 4–July 25</td>
<td>Leading Organizational Change</td>
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<td>Advanced Financial Management &amp; Innovation</td>
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<td>Innovating Business in Emerging Markets</td>
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<td>Pre-residency: Aug 15–Sep 10</td>
<td>Innovating Business in Emerging Markets</td>
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<td>Onsite: Sep 11–18, 2016</td>
<td>Leading with Business Intelligence</td>
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<td>Post-residency: Sep 19–Oct 11</td>
<td>International Finance</td>
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<td>Business to Business Marketing</td>
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<td>(T&amp;D) Corporate Governance</td>
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<td>Strategic Capstone</td>
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<td>Pre-residency: Oct 12–Nov 5</td>
<td>Competing in iMarkets</td>
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<td>Onsite: Nov 6–13, 2016</td>
<td>Leading Complex Projects</td>
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<td>Post-residency: Nov 14–Dec 13</td>
<td>(T&amp;D) Managing Risk, Decision Making &amp; Accountability</td>
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<td>Strategic Capstone</td>
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<td>8</td>
<td>Pre-residency: Jan 17–Feb 11</td>
<td>Leading Entrepreneurship &amp; Innovation</td>
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<td>Onsite: Feb 12–19, 2017</td>
<td>Anticipating &amp; Responding to Crisis</td>
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<td>Post-residency: Feb 20–Mar 15</td>
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<td>Pre-residency: Mar 16–Apr 15</td>
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**TOTAL** | | 50 | 4 |

| May 17, 2017 (TBD) | Carey Graduation Ceremony |
| May 19, 2017 (TBD) | University-wide Commencement |

*Each onsite course may include 4-12 hours of online class sessions, twice a week in the evenings during the pre & post residency coursework period. Course listings and descriptions are subject to change.*
COURSE DESCRIPTIONS

Statistical Analysis (Robeson)
The course covers descriptive statistics, probability, discrete and continuous distributions, hypothesis testing and estimation, regression, forecasting and statistical process control. The course emphasizes statistics to solve management problems. Useful Excel spreadsheet functions and their applications will be discussed on many topics. (Pass/Fail)

Innovative Leadership (Calvin)
The goal of this course is to help the executive use organizational behavior theory to enhance leadership skills. Specifically, this course seeks to provide the analytical frameworks and the practical experience necessary to better influence and lead individuals and groups in organizations. A fundamental assumption underlying the course is that leadership is both art and science. The analytical frameworks will help the executive understand leadership; the practical experience will help you put that understanding into action. Key leadership tasks require the executive to manage people, information, and processes to accomplish organizational goals, often under conditions that are not of her own choosing. The successful execution of these goals requires the executive to harness the psychology of individuals and groups, in order to motivate others to act. While the course acknowledges that some people are “born leaders,” it assumes that most people learn how to lead through sustained analysis and practice. (2 credits)

Analyzing Financial Statements & Managing Financial Resources (Bandi)
The interpretation of financial information and the process of choosing between competing investment opportunities (capital budgeting) are fundamental facets of management. The allocation of resources on the part of investors, creditors, and internal managers hinges crucially on the availability of reliable and timely information about a firm’s financial position, risk and profitability. Understanding the basics of financial statement analysis - and its interpretation - is, therefore, an important aspect of the process of allocating resources to a firm and to projects within a firm. Once the firm’s financial position is understood, the decision as to whether a new project should be undertaken, possibly among a menu of alternative available projects, defines the process of capital budgeting. Contrary to financial statement analysis, capital budgeting is a forward-looking operation which requires accurate estimates of the future revenues and costs associated with competing projects, estimates of the projects’ future cash flows, and careful sensitivity analysis of these estimates to changes in the initial assumptions. The goal is, of course, to choose the best investment opportunity among those that are available. Doing so in an uncertain environment requires care. (3 credits)

Microeconomic Foundations of Managerial Decisions (Frick)
This course addresses the normative principles relevant for managerial decision-making and a set of spreadsheet tools to help make the relevant managerial decisions. The course addresses core topics in managerial economics and management science and introduces microeconomic principles and analytical methods underlying key managerial decisions. We use cases and experiential exercises to examine how these influences may be managed to enhance the quality and effectiveness of managerial decisions. (3 credits)

Statistical & Behavioral Foundations of Managerial Decisions (Chakravarti)
This 2-part course addresses the normative and behavioral principles relevant for managerial decision-making. Residency 2 introduces how principles of classical and Bayesian statistical analysis are used to account for the uncertainty and risk that is inherent in managerial decision-making. Finally the course examines behavioral principles and shows how the normative tenets of decision-making are often systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. We use cases and experiential exercises to examine how these influences may be managed to enhance the quality and effectiveness of managerial decisions. (2 credits)

Leading Marketing Strategy (Yang)
This course provides executives an in-depth understanding of marketing strategy. It is designed to help executives experience the role of senior business executives in formulating, implementing, and evaluating marketing strategies for a wide variety of complex real-world business scenarios. Executives will analyze and learn the key factors underlying successful and lackluster marketing strategies of both major corporations and smaller firms, across different industries, across different tiers of brands, and across the globe. Through case analyses, in-class discussions, course assignments, and a research project, executives will dive into topics such as industry and market analyses, dynamics of competition, value creation, branding, segmentation, targeting, positioning, product development, pricing, distribution, and promotion. (2 credits)
Accessing Capital Markets (Colantuoni)
Capital market securities, and the bond and stock markets in which they are traded, represent a critical source of long term financing for corporations in the global economy. These securities also offer individuals and institutions opportunities to invest funds over extended time horizons and obtain a wide range of possible returns for given levels of risk. The capital markets provide companies with an equally wide range of financing options to fund large scale investment projects necessary for future growth. This course will cover two general categories of capital markets: fixed income and equities. We will explore different types of each instrument and what characteristic benefits each source of financing provides. A number of different fixed income products will be covered with an emphasis on understanding basic valuation techniques, contract design, and market mechanics. These are important concepts to understand when participating in the capital markets arena and successful managers should have a basic working knowledge of the capital market financing options. This course will also briefly review associated capital market derivative instruments. (2 credits)

Managing Operations (Sahin)
Advances in communication and information technologies have had far-reaching impact on markets, organizations and the means of producing services and products. This course will address how business processes can be deployed strategically by corporations to drive outcomes in markets. The nearly instantaneous transmission of rich information across the boundaries of the corporation and across geographical boundaries has far-reaching implications for the design and operation of business processes. Business processes can now span multiple organizations and connect corporations, consumers and suppliers together in highly connected ecosystems that comprise of multiple supply chain and value chain players. This course will explore the strategic use of business processes by corporations and also address how companies can achieve specific aspects of operational excellence by linking business processes back to companies’ market-facing strategies. (2 credits)

Leading Technology Commercialization (Gordon)
The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible co-products or “know-how.” This course covers the concepts and organizational issues involved in selecting an invention or discovery and converting it to a viable business. This course enables the executive to recognize and screen technology opportunities. Executives will learn the ins and outs of intellectual property creation, protection, sale and acquisition, how to license technology from and to others to create diverse revenue streams. Largely focusing on biotechnology inventions and discoveries originating in universities, the course covers the ownership of the invention, protecting the intellectual property, forming a company, overcoming regulatory hurdles, and other related issues common to this type of enterprise. Particular attention will be paid to economic issues ranging from when and how to raise initial capital to strategies to harvest the profits. (3 credits)

Business Negotiations In & Between Cultures (Lee)
We negotiate every day – with employers, coworkers, bosses, spouses, merchants, service providers, and others. Negotiation is the art and science of securing agreements between two or more parties, who are interdependent and seeking to maximize their outcomes. This course will provide the executive with the basic knowledge and applied skills to negotiate in a wide array of settings. The first part of the course focuses on the fundamentals of negotiation—understanding, preparing for, and executing increasingly complex negotiations in any culture. The second part of the course extends these basic principles across cultures, focusing on the challenges and opportunities faced by negotiators working across national boundaries. We will develop our negotiation skills in a series of simulations and feedback sessions. Together, we will engage in a variety of bargaining processes that span the contexts of deal-making and dispute resolution. Each simulation has been chosen to highlight the central concepts that underlie negotiation strategy. While a leader needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed to get solutions accepted and implemented. (2 credits)

Leading Creativity (Kim)
This course explores various ways that leaders can cultivate creativity utilizing findings from empirical research in organizational behavior and social psychology. It seeks to increase participants’ understanding of the psychology of individual and group creativity as well as recognize some of the common barriers to creative problem solving at work. Executives will evaluate their current approaches to leading for creativity as well as brainstorm ways to facilitate greater creativity within their organizations. This course will be taught as a hybrid seminar and workshop and will include hands-on activities designed to help leaders improve their problem solving ability as well as help them promote these skills in others. (2 credits)
Strategically Managing Human Resources (Macis)
Developing and managing human capital is vital for the success of any organization. In this course, we will examine ways in which Human Resources Management can be used to enhance organizations’ competitive capabilities. The goal will be to understand how an organization can select, train and retain the right employees, and how it can effectively motivate them to make decisions that will allow the organization to successfully implement its overall strategy. We will explore and master topics such as hiring and layoff decisions, human capital and on-the-job training, turnover, the provision of incentives, the advantages and disadvantages of alternative compensation schemes, objective and subjective performance evaluation, relative performance evaluation, promotions and other career-based incentive schemes, team production and team incentives, stock options and executive compensation, intrinsic and extrinsic motivation, non-monetary compensation and employee benefits. (2 credits)

Discourses in Ethical Leadership (Helzer)
This seminar is a highly interactive learning experience focusing on the ethical challenges of business in a complex, global society. The goal of the course is to enable executives to build a framework for high-stakes decision-making in a dynamic global context of competing value claims. Throughout the seminar, executives will explore the architecture of human values from various dimensions: personal, organizational, societal, cultural, and cross-cultural. Executives will examine a variety of complex scenarios and cases they may encounter in a business career. Executives will learn from each other as they explore, discuss, and debate ideas and values. Building on personal values, the seminar provides the opportunity for executives to cultivate skills and dispositions of self-awareness, critical thinking, collaborative inquiry, dialogue, discernment, and decision-making that will foster their effectiveness as a leader. (1 credit)

Leading Organizational Change (Sutcliffe)
A core leadership challenge is strategically, efficiently and fluidly guiding others through the stages of organizational change. Change is an important aspect of life for people, groups, and especially organizations. Change is ever more important as we, and the organizations in which we work, face multiple and shifting imperatives. Change efforts often fail, or we somehow muddle through change satisfactorily. Yet, we can improve our success if we apply frameworks, techniques, and perspectives that elevate our abilities beyond the common sense level of performance. We do this by analyzing the forces that drive organizations to change, examining impediments to change, and surveying approaches for making organizational change more effective. The concepts and tools learned in the course will be brought to life during this course using an interactive simulation. This provides the opportunity to demonstrate and improve your ability to manage change in a dynamic, competitive, and complex environment. Teams will formulate a change strategy and then will enact the change and evaluate the results of your decisions. A pre/post comparison will allow you to empirically validate your learnings. (2 credits)

Advanced Financial Management & Innovation (Barreiro)
In a low global growth, highly uncertain environment, business executives are increasingly selective on how they approach the allocation of firm resources. This course focuses on the practical elements of allocating resources from three diverse perspectives: corporate finance executive, equity analyst, and investment asset allocator. In the first section, we will view the world from a corporate finance executive, capital budgeting strategy lens. Using a simulation, participants must select among a diverse range of projects. In part two, we transition to a business valuation perspective on how an equity analyst evaluates industry positioning, key business performance drivers and models perceived stock value. In part three, we assume an investment perspective in determining how to construct a global asset allocation model. Throughout the course, executives will be expressing views, developing models, and arriving at a recommendation that combines data and high conviction qualitative views. (2 credits)

Innovating Business in Emerging Markets (Phan)
Innovating Business in Emerging Markets draws upon the disciplinary knowledge and qualitative/quantitative analysis skills acquired in the Executive MBA program to provide a learning experience focused on the challenges of building sustainable, impactful businesses in emerging global marketplaces. The course aims to create in each student an appreciation of opportunities in critical sectors of human need in these complex, resource-constrained markets that are plagued by fragmented infrastructure. Students will learn first-hand how businesses serving these needs contribute to community development and ‘do well by doing good.’ Success in the course requires students to work effectively in collaborative teams, communicate with sponsors and partners in distant global markets to scope a business project, and function adaptively to meet project goals in new and unstructured environments. (4 credits)
**Leading with Business Intelligence (Lim)**
This course, which is delivered online, introduces a set of fundamental principles and a framework that guide extracting business insights from data to generate competitive advantage. A key objective of the course is to provide executives with business intelligence toolkits for solving business problems and to critically evaluate business intelligence projects. The lessons and exercises include understanding and visualizing the data, applying analytical frameworks and methods, and evaluating business intelligence projects with business goals in mind. Executives will apply these techniques in hands-on exercises using software, R. (2 credits)

**International Finance (Rebucci)**
This course covers issues related to doing business in the global environment, international financial markets, and international financial management. The first part of the course covers the basic macroeconomic and financial linkages between national economies. The second part of the course focuses on the foreign exchange market, the international money markets, and the conditions that define their interrelation. The third part of the course considers issues associated with the operation of a firm in the global environment, including particularly exchange rate risk management, the opportunities and challenges offered by international capital markets and project evaluation/financing in the international context. (2 credits)

**Business to Business Marketing (Li)**
Most marketing principles are focus on marketing to the end consumer. This course examines the strategies employed in marketing products and services to businesses. The primary learning outcome is for executives to understand the similarities and differences between marketing to consumers and marketing to businesses. This course begins by discussing the main marketing concepts that are common to both domains. The emphasis is largely on areas related to strategy and the types of analyses needed to make informed decisions. Executives learn through the use of readings, case studies, and rigorous analysis. (2 credits)

**Discourses in Corporate Governance (Yener)**
The value of a firm depends on corporate governance practices that protect the investor. Greater investor protection lowers the cost of capital. Thus, the set of governance practices, rules and regulations that promote private sector development also promote firm value. Topics include corporate pyramidal structures, hostile takeovers and the failure of the market for corporate control, mutual fund governance, executive compensation policies, boardroom structure and practices, corporate transparency and the value of the shareholder vote. (1 credit)

**Competing in iMarkets (Jung)**
Advances in information and communication technologies have had far-reaching impact on markets, on price discovery mechanisms and the structure of the channels through which products and services are delivered. This course addresses how markets, market mechanisms and channels of product and service delivery have been impacted and often transformed by information and communication technologies. The nearly instantaneous transmission of rich information and digitized goods across geographical boundaries have enabled the new market emergence and built the characteristics of the Internet market. This course focuses on several areas where the presence of computers and networks are likely to have the most profound effect. These areas include branding, advertising, promotion, competitive strategy, managing product variety, pricing for information goods, leveraging new digital distribution channels, and identifying and differentiating customers. Executives will learn how Internet markets are evolving and their implications for businesses. (2 credits)

**Leading Complex Projects (Agresti)**
This course prepares executives with technical, managerial, and leadership strategies and techniques for successfully managing complex projects. Effective project management requires continual attention to the identification, assessment, and mitigation of risk issues that threaten project success. Topics include project complexity and uncertainty; scope definition; planning; scheduling; resource estimation; critical path analysis; monitoring and controlling; achieving cost, schedule, and quality objectives; stakeholder management; project success factors, and the application of more risk-tolerant adaptive and agile project life cycle models. (2 credits)
Managing Risk, Decision Making & Accountability (Bar-Or)
This course offers an introduction to risk management from the leader or key decision-maker's perspective. Course coverage begins with identifying, measuring, quantifying and mitigating risk exposures. Market, credit, operational, and legal risks are covered, among others. Special attention is paid to Leadership Risk (the risk introduced into the organization by the leader). Since a leader’s main function is to make decisions (in particular the tough ones), some time is spent on the science of decision making. To provide a well-rounded introduction, corporate decision making is complemented by examination of personal decision making. The course ends with discussion of an organization’s risk accountability infrastructure. (1 credit)

Leading Entrepreneurship & Innovation (Liew)
This course introduces executives to identifying, accessing, and evaluating sources of financing for start-ups and expanding technology companies. The approach uses case studies, group interaction, and presentations from experts in the field. Attention will be given to financial theory, risk assessment, valuation options, term sheets, due diligence techniques, and the setting up of financial reports for monitoring progress toward meeting milestones. (2 credits)

Anticipating & Responding to Crisis (Piper)
In this course we will examine the options faced by managers when organizations face crisis because of disasters, unexpected situations or circumstances outside the control of organizations. We will develop tools and methods to identify emerging crises, implement mitigation strategies to limit exposure, manage response teams and create communications to address stakeholder and public relation issues. (2 credits)

Strategic Capstone (Robeson)
This course examines business and corporate strategies from the perspective of the general manager. The focus throughout is strategic - the process of choosing and defining purposes and objectives, formulating and implementing a viable plan, and monitoring performance. An important requirement of a general manager’s job is the ability to think in a cross-functional and holistic manner. The emphasis is on the kinds of problems and issues that affect the success of the entire organization. Very often, decisions that are optimal for an individual business unit or department are not in the best interests of the whole firm. Creativity and innovation are critical to achieve success; as to follow often-traveled strategic paths is unlikely to result in a superior performance. By use of the case method and the consulting project, executives are challenged to exercise creativity in analysis and implementation. The orientation is consistently pragmatic and managerial.

The final course project assimilates the knowledge from all the courses in the program as well as the material covered in this course. Each student selects a project to apply the information learned, much like a consultancy. Students begin by examining in-depth an organization and stating a problem or objective. The student then defines the problem, researches the industry, and applies the techniques pertinent to the organization resulting in recommendations. Techniques can include: SWOT, operations, marketing, and finance to name a few. The final deliverable demonstrates the student’s ability to use critical thinking skills and the understanding of the problem/challenge in terms of the environment, including a competitive analysis. (2 credits)
### EXECUTIVE MBA PROGRAM

#### PROGRAM TUITION by SEMESTER

*(Tuition for cohort starting Fall 2015 will be announced in Spring 2015)*

<table>
<thead>
<tr>
<th>Residency</th>
<th>Residency Month</th>
<th>Semester</th>
<th>Financial Aid Deadlines (by academic year)</th>
<th>Registration Open Date</th>
<th>Credits</th>
<th>Program Tuition per semester</th>
<th>Tuition Due Date</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>September</td>
<td>Fall I</td>
<td>March 16, 2015</td>
<td>TBD</td>
<td>8</td>
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<td>8/16</td>
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<td>November</td>
<td></td>
<td>* Priority Deadline</td>
<td>TBD</td>
<td>8</td>
<td>$21,670</td>
<td>1/21</td>
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<tr>
<td>3</td>
<td>February</td>
<td>Spring I</td>
<td></td>
<td>TBD</td>
<td>5</td>
<td>$21,670</td>
<td>1/21</td>
</tr>
<tr>
<td>4</td>
<td>April</td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>June (International)</td>
<td>Summer</td>
<td>March 14, 2016</td>
<td></td>
<td>4</td>
<td>$21,670</td>
<td>6/1</td>
</tr>
<tr>
<td>6</td>
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<td></td>
<td></td>
<td></td>
<td>6</td>
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</tr>
<tr>
<td>7</td>
<td>November</td>
<td>Fall II</td>
<td></td>
<td>TBD</td>
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<td>8/17</td>
</tr>
<tr>
<td>8</td>
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<td></td>
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<td></td>
<td>4</td>
<td></td>
<td></td>
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<tr>
<td>9</td>
<td>April</td>
<td>Spring II</td>
<td></td>
<td></td>
<td>4</td>
<td>$17,297</td>
<td>1/18</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>54</td>
<td>$117,000</td>
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</tr>
</tbody>
</table>

* *please see details in the section "How do I apply for financial aid?" on page 1*

Note: Illustration provides an example of the tuition breakdown for cohort starting Fall 2014 ($117,000). Tuition for cohort starting Fall 2015 will be announced in Spring 2015.

### CONTACT INFORMATION

**EMBA Program Office:**
- Bruce Campbell, Director of Admissions: (410) 234-9325, bruce.campbell@jhu.edu
- Julia Schreck, Admissions Officer: (410) 234-9462, julia.schreck@jhu.edu
- Justin Daniel, Program Manager: (410) 234-9317, justin.daniel@jhu.edu
- Jennifer Dotzenrod, Assistant Dean: (410) 234-9242, dotzenrod@jhu.edu

**Student Accounts Office:** (410) 516-9722, carey.studentaccounts@jhu.edu

**Financial Aid Office:** (410) 516-5950, carey.finaid@jhu.edu

**Registrar Office:** (410) 234-9250, carey.registration@jhu.edu
EXECUTIVE MBA PROGRAM
PAYMENT INFORMATION FACT SHEET
(Tuition for cohort starting Fall 2015 will be announced in Spring 2015)

When is my tuition payment due?
Electronic tuition bills are presented on the 2nd Wednesday of every month. You must activate your Johns Hopkins email account and JHED LID to receive the monthly tuition bill notifications. For more information or instructions on activating your Johns Hopkins accounts, please visit http://jhed.jhu.edu. There are two payment options: to pay tuition in full or enroll in the payment plan, detailed below. Payment is expected by the due date on the bill or before each semester begins, whichever comes first. You can view and pay your account online by electronic check. Credit card payments are not accepted when paying tuition. Please be aware that the Carey Business School follows the Johns Hopkins University policy, stating that “Students with outstanding balances will be prohibited from registering and receiving any future services until the balance is paid in full.”

What is the program fee structure?
Please see the program fees schedule on the next page. The bill will include your program fees for all courses you are taking each semester. Please note that even though some of your courses will take place at the end of the semester, the payment is due before the semester begins.

Does Carey offer a payment plan?
The Carey Business School offers an annual 10-month payment plan at the beginning of every academic year. There is a $65 annual enrollment fee or $45 per semester. For more information or to enroll, please call Tuition Management Services at 1-888-713-7238 and identify yourself as a Carey Business School student, or visit the website at www.afford.com/jhucarey. Additional information can also be found on the Carey Business School website: http://carey.jhu.edu/Financial_aid_12-13/types_of_aid/payment.html.

How do I register for classes?
You can register for classes online using your JHED ID https://isis.jhu.edu/sswf/. Please register for all of your classes/residencies as indicated in the academic calendar. Students who register for classes after the deadline, will be charged a late registration fee of $250.

My employer offers reimbursement of tuition. How do I set that up?
Students who participate in employer tuition reimbursement programs should plan to pay all tuition and fees at the time of registration and follow their employer’s procedures for requesting reimbursements. Please contact our Office of Student Accounts at 410-516-9722 for more information on billing.

Since my company is sponsoring my education, can I wait for reimbursement from the company, to pay the bills?
The payment for the program is the students’ responsibility, and the payments need to be completed before the start of the semester. The questions of reimbursement are handled by the students, according to the company’s policy. The payment deadlines set by Carey’s Billing Office / Student Accounts are not going to be linked to your company’s reimbursement schedule. Students who are eligible for financial aid may want to utilize financial aid for their first semester and utilize employer reimbursements to pay for subsequent semester tuition bills.

How do I apply for financial aid?
Please apply for financial aid through the procedures listed on our website at http://carey.jhu.edu/finaid. You must reapply for financial aid each academic year. The priority filing date for full-time students is March 15th. Please remember, these are priority filing dates only. Students can always apply for financial aid late, as long as the term/semester has not ended. However, late applicants should be prepared to pay their tuition out of pocket, as financial aid awards may not be ready prior to the beginning of classes. In this case, once the aid is processed and paid to the account, the student would receive a refund for prior payments which are now covered by aid.
FREQUENTLY ASKED QUESTIONS

ADMISSIONS – related questions

What are the application deadlines?

- November 3, 2014  Priority
- February 2, 2015  Standard
- May 4, 2015  Final

What type of professional experience is required?

A minimum of 7 years of professional experience with escalating levels of responsibility is required. Most applicants have between 7-20 years of experience, with an average of 15 years of experience for the current Executive MBA students.

Applicants are required to have experience in managing people and/or projects. All industries are represented as well as all functional backgrounds (Sales, Operations, Marketing, HR, Finance, IT, etc.) to create an engaging discussion.

Is there a possibility to waive the GMAT depending on my level of professional experience and academic history?

Yes, however, a waiver request form must be completed providing:

- List of quantitative courses taken (Statistics, Calculus II, etc.)
- List of professional experience highlighting use of math/quantitative skills

We reserve the right to decline the request and will communicate viable alternatives directly with each prospective applicant.

Do all EMBA students live in the Maryland–Virginia–DC area? I live in another state – can I still apply and attend the program?

Yes, the program is designed for participants to continue working full-time – regardless of geographic location provided you have the ability to travel to Baltimore for the required residency periods. About 60% of the EMBA students commute within a 1-3 hour drive from our campus in Baltimore, Harbor East. The remaining 40% commute via auto, train or plane from multiple US locations including New York, New Jersey, Pennsylvania, Tennessee, Massachusetts, and even California. The residency-based format allows our EMBA students to attend the required onsite sessions (please see residency schedule) while being located far from Baltimore. For the pre/post-residency work, students can complete the online/distance learning components, readings, assignments and even group work via Adobe Connect, video and teleconferencing with their classmates and faculty.

What type of support is required from my employer?

While we do not require a written statement from your employer in order to be accepted into the program, it is strongly advised that you receive a verbal or written confirmation from your employer describing the support they will provide to you, to pursue the Executive MBA program.

Considering the significant amount of time you would be away from work for the residencies, and also the financial support that may be provided by the organization, we strongly advise that all EMBA candidates discuss this opportunity with their leadership to ensure the employer will provide support. The support may be in a form of encouragement and allowing you to take the time
to attend required onsite sessions during the residencies; support with information and access to data for your capstone project; and possibly financial/tuition support. It is also in your best interest to help your leadership understand and appreciate how the Executive MBA program will help you achieve your professional goals.

**What type of Financial Aid and/or Scholarship is available?**

Various forms of financial assistance are available. Please see the following link for additional information: [http://carey.jhu.edu/admissions/financial_aid.html](http://carey.jhu.edu/admissions/financial_aid.html). Beginning in Fall 2014, limited scholarship opportunities may be available for candidates applying by the November 15th deadline. Scholarship opportunities are typically not offered to the Executive MBA students and those that may be considered, will be awarded based on merit by the admissions committee. However, no scholarship opportunity will be considered/awarded prior to receiving a completed application.

**What happens after I submit my application?**

Once the online application, application fee, and required supplemental documents have been received – your file will be reviewed by the admissions committee. However, in the event an applicant has not spoken and/or met with the EMBA Admissions officer before submitting an application – a formal personal interview will be required before the admissions committee review process takes place. A formal decision will be mailed to each student within two weeks of receiving the aforementioned information.

**How should I work with my company if they provide tuition reimbursement/benefits for the MBA program but not for Executive MBA?**

Executive MBA is a program format designed for senior managers. The academic degree that students receive upon completion of the program is an MBA, which will be stated in your diploma. It is advisable that you communicate with your HR/Benefits office to provide all appropriate documentation.

**PROGRAM – related questions**

**What are some key features of the Executive MBA program?**

Johns Hopkins Executive MBA program is a residency-based cohort based program allowing you to work with the same cohort throughout the program (20 months) while requiring on-site attendance during the EMBA residency, approximately once every two months. The theme of “where business is taught with humanity in mind” is echoed throughout two signature projects: Leading Business with Humanity in Emerging Markets and Leading Technology Commercialization. In the Leading Business with Humanity in Emerging Markets project, the EMBA cohort will be engaged in working on a real business problem in an emerging economy and applying their creative business thinking to help develop sustainable solutions. The past projects were offered in Sao Paulo, Brazil and Quito, Ecuador. It is planned that Ecuador will be the location for Innovation for Humanity, in Spring 2016.

The Leading Technology Commercialization project is a unique academic opportunity allowing EMBA students to learn about technology commercialization process and evaluate the actual innovative idea, and conduct feasibility study analysis. In the past, our partners for this project included Johns Hopkins Technology Transfer Office; Johns Hopkins School of Medicine; Johns Hopkins Whiting School of Engineering; and National Institutes of Health (NIH).

**How large is the typical Johns Hopkins Executive MBA cohort?**

The EMBA cohort is typically 25-35 people. The small size provides an environment in which EMBA candidates learn from faculty as well as their peer colleagues. With the small scale and engaging interactions, the cohort members forge strong connections/relationships by taking advantage of the diverse academic and professional backgrounds of each member.

**How much of the program is delivered on-site (in person) and how much is on-line?**

The vast majority of the coursework instruction takes place in person at the Baltimore Harbor East campus during the residency. Attendance and participation in the EMBA residencies is required. The Johns Hopkins EMBA program considers the in-person interaction, engaging discussions, presentations and debates as important components of the EMBA experience where you can expand your presentation, analytical thinking, creative thinking and leadership skills. All of this requires communication and interaction with your peer colleagues.
There is one course in the program that is delivered entirely online. Four additional courses are conducted with a hybrid model combining several online sessions and in-person sessions during the residency. The pre/post-residency components are mostly done online via Adobe Connect (as synchronous meetings) or Blackboard (as synchronous discussion boards).

How much additional time is expected outside of the required residency periods? How can I estimate the amount of time that I will need to allocate for homework?

Besides the required residency onsite, the EMBA program includes required online Adobe Connect sessions. There are approximately 2-3 Adobe Connect, synchronous sessions per week. Students can join these sessions from any location as long as there is internet connection. These sessions are typically scheduled from 6pm – 8pm or 7pm – 9pm EST. The schedule for Adobe Connect sessions is coordinated with all faculty teaching in the program, 1-2 months in advance.

The amount of time you need to allocate will depend on your academic and professional background as well as your learning style. For most EMBA students, approximately 12-18 hours per week would be sufficient – outside of the residency weeks. That includes pre-residency assignments, all required readings, group discussions/projects, research, etc.

What do EMBA students do during the international project?

Leading Business with Humanity in Emerging Markets is the experiential learning course designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey School’s signature theme of “where business is taught with humanity in mind” and it provides an understanding of the needs of developing communities around the world. The EMBA students will spend one week abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs.

Is the Johns Hopkins Carey Business School accredited?

Yes, as part of the Johns Hopkins University, all JHU schools are accredited based on the requirements for higher education institutions in the Mid-Atlantic States (http://www.msche.org/) and accredited by Maryland Higher Education Commission (http://www.mhec.state.md.us/).

However because Johns Hopkins Carey Business School was recently established as the newest division of the university, we are still in the process of obtaining a secondary accreditation from the Association to Advance Collegiate Schools of Business (AACSB). AACSB is a collegiate organization and accreditation is voluntary however, we are members and are in the process working toward AACSB accreditation.

This process is expected to take another 1-2 years as there are a number of factors that need to be in place, such as the number of full-time faculty employed by the school in relation to the number of students, graduation statistics, etc. However, obtaining the AACSB accreditation is a top priority of the business school Dean with the support of Johns Hopkins University leadership.

You are also welcome to explore the JHU website (http://web.jhu.edu/administration/accreditation/)

Do you offer career services for this program?

Johns Hopkins Executive MBA is among leaders in the EMBA market who started offering an Executive Coaching program to its candidates. Executive Coaching starts with the group session to set the stage and build the framework for future activities and interaction with Executive Coaches. We engage 5-10 coaches who are certified career and leadership coaches specializing in coaching senior executives from industry, government, and non-profit sectors. Each Executive MBA student receives 9 sessions throughout the program in a thought-provoking partnership designed to inspire and support students and maximize their professional potential. Through a combination of individual coaching, group facilitation, and comprehensive assessment tools, students experience clarity, direction, and purpose as they address their most pressing issues – professionally and beyond.
What is the difference between the Executive MBA Program and the part-time MBA program?
The Executive MBA program is designed for professionals with extensive work experience and management experience seeking to enrich their academic and professional background. The program differs from a traditional part-time program in that it is aimed at senior level executives as well as managers moving from middle to top level management. The program also provides executive coaching, leadership and professional development by focusing on group projects and experimenting with ideas taken from actual business settings.

Additionally here are a few key differentiating factors:

- Cohort based
- Length – 20 months (EMBA) vs. 36-60 months (Flex MBA)
- Format – residency (EMBA) vs. open scheduling (Flex MBA). EMBA students having a pre-determined course schedule built specifically for them and your seat is guaranteed.
- International Project/Residency – included as a required part of the EMBA experience vs. no international residency (Flex MBA). The EMBA tuition includes international residency fee.
- Location – Baltimore, MD (EMBA) vs. multiple location options (Flex MBA)
- Special services – EMBA students are provided with hotel accommodations, meals (breakfast, lunches and select receptions).
- Textbooks – EMBA students receive all textbooks and required reading materials, from the EMBA program office. All textbook costs are already included in the EMBA tuition.
- Concentration/Electives – none (EMBA) vs. several options (Flex MBA). Because of the intensive structure of the EMBA program, this program does not offer concentrations. The program is lock-step.

Where will I be taking classes?
Executive MBA students will learn at our beautiful campus in Harbor East, Baltimore, Maryland. Located in the state-of-the-art Legg Mason Tower overlooking Baltimore’s thriving Inner Harbor, the Johns Hopkins Carey Business School offers students the opportunity to take advantage of the nationally-renowned fine dining, entertainment, and retail spots. [http://carey.jhu.edu/about/campuses/](http://carey.jhu.edu/about/campuses/).

Where will I stay during the residencies?
All of our students have a private room at a hotel conveniently located near the Carey Business School in Baltimore. Arrangements for your stay are made by the EMBA program staff and the hotel accommodation is included in the program tuition.

What if I can’t make a residency due to unforeseen circumstances?
Attending the residencies is critical for completing the program successfully and remaining on track throughout the program. In the event of unforeseen circumstances, the program administration will take each situation case by case to determine whether a solution is possible. If the student missed several sessions and the faculty do not see the opportunity to make up for the missed sessions, the student will have an opportunity to take a leave of absence for one year and return next year, to continue with the next cohort.

Due to an intensive nature and cohort format of the Executive MBA program, there are not many options to make up for the missed sessions. It is very important that the applicants book their schedule, accordingly, to ensure they attend all residencies.

Who teaches in the program?
The Carey Business School’s full time faculty, adjunct faculty and special industry experts/faculty are invited to provide their expertise as guest lecturers or guest speakers, as defined by the faculty team. Please click on the link to learn more about our faculty: [http://carey.jhu.edu/faculty-research/directory/](http://carey.jhu.edu/faculty-research/directory/)

We invite you to learn more about our Executive MBA faculty who have been teaching during the past three years including:

- Prof. Phil Phan, Leading Business with Humanity in Emerging Markets (International Project)
- Prof. Federico Bandi, Financial Resources
- Prof. James Calvin, Innovative Leadership
- Prof. Toby Gordon, Leading Technology Commercialization
How engaged are the Carey Business School faculty with private industry?
Many of our professors have active industry and government consulting practices. Their clients include Fortune 500 corporations and foreign governments.

How much access will I have to faculty during my program?
Faculty team is accessible before, during and after the course for any academic-related questions. In addition, faculty will provide opportunity for additional Q&A using various online instruction tools as well as the Blackboard academic website.

What are the key factors for success for someone who decided to pursue the EMBA program?
Based on their experience in the Johns Hopkins Executive MBA program, our EMBA graduates shared the following advice with the new students:

- Time management, time management and time management!
  o You will need to organize your time very efficiently. Organizing your schedule around deadlines – various assignments, tests, exams, – is a big step toward being successful.
- Build strong relationship with your EMBA colleagues
  o One of the most attractive features of the EMBA program is a cohort format. You will form strong bonds with your peer colleagues and you will learn from each other.
- Be comfortable with the idea of getting back in the “student mode”
  o Executive MBA program is for the senior managers. At the same time, you will return to the role of being a student which for many candidates is a big and sometimes a challenging adjustment. Some people who have been in leadership roles, find it difficult accepting that now they have to follow the faculty’s instructions, meet deadlines, and feel overwhelmed if the assignments seem to be too difficult. Welcome this change and look at the opportunity to be in an environment where it is “safe to fail” as you may struggle through some problems and assignments in order to learn and be stronger in the real world situations.
- Allow this to be a truly transformative experience for you!

For information on admissions requirements and other questions, please contact:

Julia Schreck – Executive MBA Admissions Officer
Phone: (410) 234-9462 | Email: julia.schreck@jhu.edu | Web: www.carey.jhu.edu/emba