Boston University Questrom School of Business
Executive MBA Program
595 Commonwealth Avenue
Boston, MA 02215

phone 617-353-8470
fax 617-353-3477
email emba@bu.edu

@BU_EMBA
facebook.com/buamba

bu.edu/emba

An equal opportunity, affirmative action institution.
The Boston University Executive MBA (EMBA) is designed for your success. In a business environment that’s rapidly evolving, you need to stay ahead. You need to lead the pack. A highly focused management program, EMBA is a win-win for you and your organization. You’ll gain the skills and knowledge to boost your workplace effectiveness, and reach new heights in your career.

The EMBA program teaches business as an integrated system, focusing on the relationships between departmental functions, enabling you to see the organization-wide impact of management decisions. Experiential learning is a cornerstone of our program, and you will have the opportunity to experience the pursuit of a business venture in a global context.

You’re in good hands with EMBA, where a team of carefully-selected senior faculty leads the charge. They have a rich background in executive education and industry, they are pioneers in their research, and their names can be found in a variety of textbooks. Ask them questions, share stories, and seek advice. They’re here for you.

At the heart of EMBA is you—a rising star in our community, a rising star in your organization. Your drive and diversity of ideas will energize classroom debates and discussions, sparking new insights. You’ll grow through powerful connections and friendships made. And, within the first weeks of this accelerated program, you’ll find yourself applying what you’ve learned.

You’ve looked. Now, it’s time to leap. Come join us for a challenging, inspiring, and rewarding experience in the Executive MBA program at Boston University.

Sincerely,
Ken Freeman
Allen Questrom Professor and Dean

A MESSAGE FROM DEAN KEN FREEMAN

Bring your expertise to the table, and dig into a program that will pay dividends for a lifetime. The Boston University Executive MBA will provide you with the tools you’ve been seeking. What you study on Friday and Saturday will be useful at the office on Monday. Our integrated curriculum is immediately applicable to the way you do business. Surrounded by a diverse group of classmates with rich backgrounds, you’ll grow. Not to mention, you’ll catch the eye of your colleagues. Students tell us that their coworkers are itching to hear what they’ve learned. Sharing new skills and insights adds value to your organization. So, go ahead—brag about your weekend.

Get ready. What lies ahead will astound you. Just ask our alumni, who consistently report that our program accelerates advancement, increases salaries, and opens new doors. With EMBA, the future is now.
When Sekou entered the EMBA program, he was a road warrior, traveling to San Diego four days out of the week as a supply chain management consultant. Desiring a change, he sought to spend less time in transit and more time in the classroom. EMBA was the solution. The program gave him the flexibility to continue working as well as the insight and skills that helped him land a position at a leading pharmaceutical company. “The knowledge I gained from the program prepared me for a new and challenging role. EMBA distinguished my resume from the pack.”

The highly-ranked Boston University Executive MBA program transforms: high-potential mid- to senior-level managers into leaders who think strategically across the entire organization.

Our modular, integrated curriculum is based on three fundamental principles:

Management as a System: The EMBA curriculum is fully integrated across management disciplines and topics. Our cross-functional approach helps you build a solid understanding of management systems and value creation. Even as you study and dissect specific areas of practice such as marketing, accounting, and finance, your discussions will focus on the organization as a single entity, and the interrelationship among functions.

Team Learning and Leadership Development: A unique team learning and leadership development course runs throughout the program and focuses on leveraging the power of teams, as both a leader and a member. With faculty guidance, you’ll come to understand how to take your current team leadership skills to an advanced level, how to maximize shared knowledge, and how to use leadership to inspire success.

Global Perspective: In our EMBA program, learning doesn’t begin and end in the classroom. In addition to developing skills to analyze diverse global economies in a concentrated international module, students receive a truly immersive global experience during a one-week international field seminar. Our students have visited more than 20 cities around the world. Now, it’s your turn.
After a dozen years in IT, Sergei craved a new adventure. He enrolled in EMBA, hoping it would expand his horizons, and sure enough—it did. The program provided him the tools to present a business venture proposal to his company. Impressed with the quality of Sergei’s presentation, a top executive created a position for him to transition from IT manager to business development executive. “The transformation I underwent through the EMBA experience allowed me not only to switch departments at the publisher, but also to succeed in a completely different area of the business.”

A masterful senior faculty sets the tone for the EMBA experience. They are leading researchers, scholars, and industry experts whose work appears in top journals and publications as well as in textbooks they’ve authored. Their real-world experience, combined with their academic research and global focus, keeps their teaching current and relevant.

MELVYN MENEZES
ASSOCIATE PROFESSOR OF MARKETING
Melyn Menezes has been praised for his research, his award-winning teaching, and his work in the corporate world. He holds a PhD in marketing from UCLA and has more than 25 years of professional experience in consulting, academia, and business. Professor Menezes has worked across a variety of industries, including telecommunications, financial services, and consumer products. His primary areas of expertise are customer and market focus, distribution channels, new product development, customer service, and customer satisfaction.

SUSAN SAMUELSON
PROFESSOR MARKETS, PUBLIC POLICY AND LAW
Susan Samuelson holds a JD and an AB in economics from Harvard University. She has published several books on the essentials of business law and the legal environment. Her expertise lies in corporate law, employment law, ethics, general legal issues, law firms, securities law, and the legal profession.
RETURNING TO SCHOOL TO EARN AN MBA IS A LIFE-CHANGING DECISION THAT REPRESENTS A SIGNIFICANT COMMITMENT, BOTH PERSONALLY AND PROFESSIONALLY. OUR GOAL IS TO GIVE YOU THE FLEXIBILITY YOU WANT, THE CAMPUS TIME YOU NEED, AND THE AMENITIES TO SUCCEED.

• EMBA’s accelerated program and integrated curriculum allow students to earn an MBA in 18 months without interrupting their career.

• A technology toolbox that includes an iPad, digital course materials, and custom apps adds convenience while integrating the real-time applications of digital technology into the educational experience.

• An executive schedule that recognizes the demands of senior executives by decreasing the number of work days on campus.

• Dedicated support and exceptional state of the art facilities completely renovated in 2013 allow students to focus on learning, not administrative details.

• Hotel accommodations are provided during class weekends and residence weeks to provide additional opportunities for collaboration, team building, and networking.

NANCY FOLAN
MBA 2013
SVP, HUMAN RESOURCES
PIONEER INVESTMENT MANAGEMENT, INC.

In her role as HR director, Nancy was traveling to a different country every six weeks. It reinforced her love of languages and cultures, and inspired her to begin studying Russian. The global nature of the EMBA program appealed to Nancy, and offered her the opportunity to visit Brazil, where she learned that making connections with people is as valuable as understanding your product. “It’s enriching to be in a program that recognizes that we have to figure out how to work across cultures. Even though humans are all the same, culture greatly influences how you get things done.”
### A FLEXIBLE, 18-MONTH ACCELERATED PROGRAM

**JANUARY-JUNE**

**RESIDENCE WEEK 1**
Business as a System: Management Systems and Organizational Behavior

**MODULE 1**
Value Creation & Performance Measurement: Financial & Managerial Accounting, Marketing Management, Data Analysis, and Operations Management

**RESIDENCE WEEK 2**
Playing by the Rules: Law & Ethics: Contracts, Employment Law, Intellectual Property, Corporate Governance, and Ethical Decision Making

**MODULE 2**
The Competitive Environment: Economics, Finance, and Strategy

**RESIDENCE WEEK 3**
The Global Environment: International Field Seminar Country Analysis, International Management, and Business Development

**MODULE 3**

**RESIDENCE WEEK 4**
Leadership & Change: Organizational Development, Leadership, and Managing Conflict & Change

**MARCH-JUNE**

**RESIDENCE WEEK 1**
Business as a System: Management Systems and Organizational Behavior

**MODULE 1**
Value Creation & Performance Measurement: Financial & Managerial Accounting, Marketing Management, Data Analysis, and Operations Management

**RESIDENCE WEEK 2**
Playing by the Rules: Law & Ethics: Contracts, Employment Law, Intellectual Property, Corporate Governance, and Ethical Decision Making

**MODULE 2**
The Competitive Environment: Economics, Finance, and Strategy

**RESIDENCE WEEK 3**
The Global Environment: International Field Seminar Country Analysis, International Management, and Business Development

**MODULE 3**

**RESIDENCE WEEK 4**
Leadership & Change: Organizational Development, Leadership, and Managing Conflict & Change

The Executive MBA program begins with a pre-program orientation weekend in December 2015. Residence Week 1 kicks off the program in January 2016. The curriculum is delivered in five integrated modules and four residence weeks with Team Learning and Leadership Development spanning the entire program.

Classes meet every other Friday and Saturday during the modules, which focus on developing cross-functional knowledge across traditional subject areas. Each residence week emphasizes core competency and capability development. Three of the week-long sessions take place on campus, beginning Tuesday evening and concluding on Saturday, and the fourth is the international field seminar.

The international trip is directly linked to the Capstone Project in the final module, providing the opportunity to synthesize the program curriculum by developing a detailed business plan for a new global venture.

**MAKING IT EASY**

We recognize the demands of senior executives who need a program explicitly designed for experienced professionals. You’ll have access to high-tech classrooms, a personal iPad, custom apps, and fully-equipped seminar rooms and lounges for team breakout sessions so you get the most from the BU EMBA approach.

Learn more about curriculum at BU.EDU/EMBACURRICULUM
THE FLEXIBLE EMBA FORMAT ALLOWS SENIOR MANAGERS TO EXPAND THEIR SKILL SETS AND CORE COMPETENCIES WHILE REMAINING ACTIVE, ENGAGED CONTRIBUTORS WITHIN THEIR SPONSORING ORGANIZATION.

Because so much of the learning in the EMBA program comes from the sharing of knowledge in the classroom and team environment, the on-campus component is a critical element of the program. You must obtain a letter of sponsorship from your organization in advance, demonstrating a commitment to the program’s format and schedule.

Here are a few of the benefits companies receive from sponsoring students in the Executive MBA program:

**Fresh Perspectives:** Students consult with faculty members and classmates as they think through real-time work issues, gaining insight, developing perspective, and considering different approaches. Our EMBA program provides a dynamic sounding board for students to discuss ideas and discover what resonates. That knowledge is then applied at their organization.

**Employee Retention:** Many companies choose to sponsor participation in the EMBA program as a means of retaining high-performing individuals. Companies also benefit as their employees develop new competencies and greater leadership skills.

**Immediate Results:** Students share new ideas and best practices, and seek to add value to their organization. They work smarter, ask more substantive questions, make better decisions, and are increasingly more poised and effective in crucial meetings. They learn to think of the organization as a whole. The positive effects of the EMBA training are observable from the start.

A POWERFUL PARTNERSHIP

IT’S A WIN-WIN FOR YOU AND YOUR COMPANY.

Here’s a partial list of organizations that have sponsored participants in the Executive MBA program:

ACCENTURE  ANALOG DEVICES  ANEUSER BUSCH  BANK OF AMERICA  BATH IRON WORKS
BAYER HEALTHCARE  BETH ISRAEL DEACONESS  BIOGEN IDEC  BLUE CROSS BLUE SHIELD
BOSTON CONSULTING GROUP  BRIGHAM & WOMEN’S HOSPITAL  CAPITAL ONE  CONVERSE  EMC  EMD SERONO
ENTERGY  FIDELITY INVESTMENTS  GENZYME  HARVARD PILGRIM HEALTHCARE  IBM
JOHNSON & JOHNSON  KEURIG  NOVARTIS  PHILIPS HEALTHCARE  PROCTOR AND GAMBLE
RAYTHEON  STAPLES  STATE STREET  TERADYNE
With years of clinical medicine behind her, Jennifer decided to take her career in a new direction. Throughout her time as a primary care physician, she had demonstrated an interest in management by serving as a community health center VP, a department chair, and a member of various hospital committees. She felt energized by her non-clinical work, but without further skills, her leadership roles were limited, especially as healthcare grew more complex. Jennifer discovered that EMBA was the perfect program to enhance her abilities. “I utilized what I was learning almost immediately in my job. It was value added even as I was mid-program. After EMBA, I was able to move into a more challenging position easily.”
All of your EMBA classes (except those during the international residence week) meet in the Executive Leadership Center at Boston University Questrom School of Business. The Executive Leadership Center was completely renovated in 2013 and is easily accessible by both car and public transportation. EMBA students are provided parking while classes are in session. Additional facilities within the School, and throughout the University, are also available for student use.

Executive learning, executive amenities.

Occupying the fourth floor of the Questrom School of Business, the Executive Leadership Center serves the unique needs of professionals through a range of amenities, including:

- Tiered classrooms and digital labs with some of the most advanced technology in the country
- Team breakout rooms equipped with the latest digital tools
- Meeting areas for group discussions to maximize collaboration
- Executive dining room for convenient meals on class days
MESSAGE FROM 
THE EMBA TEAM

IS BU RIGHT FOR YOU?
Our students are hand picked for their extensive experience, outstanding accomplishments, diversity of life experience, professional position, industry type, and personal background. We require applicants to have a minimum of 8-10 years of relevant professional experience, at least five years of management experience, and organizational support.

To determine if our EMBA program is the right fit for you:
• Send your resume to emba@bu.edu for a pre-assessment
• Attend an on-campus information session, listen to a webinar, or visit a class
• Talk to current EMBA students and alumni
• Reach out to us. We are always available for individual guidance during any stage of the process to help you make the best, most informed decision possible

APPLICATION PROCESS
Admission is highly selective. We enroll one class each January. Early application is advised since class size is limited and qualified applicants are accepted on a first-come, first-served basis.

When making admissions decisions, we look at the following criteria:
• Quality and depth of professional experience
• Previous academic record
• Ability to contribute to classroom learning, with a record of demonstrated functional, industry, or leadership expertise
• Intellectual capability and discipline to manage the demands of the program
• Two recommendation letters assessing applicant’s leadership potential
• Personal essays addressing the applicant’s goals, ability to contribute to class, and commitment to a rigorous academic experience
• Personal interview

GMAT is not required, but may be requested for some applicants

VISIT BU.EDU/EMBA/ADMISSION TO LEARN MORE ABOUT APPLICATION REQUIREMENTS, DEADLINES, AND PROGRAM COST.

NEXT STEPS
We know you have high standards—and we strive to exceed them. Rigorous and rewarding, the EMBA program will launch you to new heights in both your personal and work life. Accept the challenge of an Executive MBA, and you’ll experience a bold transformation.

With over a quarter century under our belt, we are proud to be consistently ranked among the top Executive MBA programs. Our alumni drive these rankings, raising their voices to express their satisfaction with the program and their progress.

We’re here for you. It’s our mission to provide you with the skills you need to take your career in any direction you choose. Through our diverse community of students and faculty, and our integrated, cutting-edge curriculum, you’ll form lifelong relationships, and find yourself a step ahead of the crowd.

WE INVITE YOU TO LEARN MORE ABOUT THE BOSTON UNIVERSITY EMBA PROGRAM BY VISITING AND EXPERIENCING IT FOR YOURSELF.

BU.EDU/EMBA