



Boston University Questrom School of Business

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Executive MBA Council

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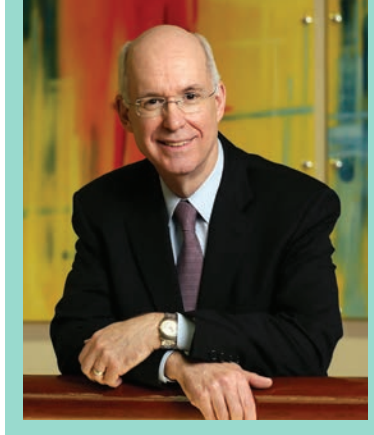
# THE QUESTROM EXECUTIVE MBA

Propel your career. Transform your world.



Boston University Questrom School of Business

# A MESSAGE FROM DEAN KEN FREEMAN



The Executive MBA (EMBA) program at Boston University Questrom School of Business is designed for your success. In a business environment that's rapidly evolving, you need to stay ahead. With EMBA, you'll gain the skills and knowledge to accelerate your career, add value to your organization, and become a successful senior leader.

EMBA teaches business as an integrated system. We focus on the interrelated components of general management instead of narrow functions, enabling you to see the organization-wide impact of management decisions. Experiential learning is a cornerstone of our program, and you'll have the opportunity to experience the pursuit of a business project in a global context.

Our team of carefully selected senior faculty leads the charge. Each member has a background that's rich in industry and academic experience. They're pioneers in their research and have had an impact on organizations around the world. Ask them questions, share stories, and seek advice. They're here for you.

At the heart of EMBA is you—an active member of our community, a prominent force in your organization. Your drive and diversity of ideas will energize classroom discussions and spark new insights. You'll grow through powerful connections and friendships with your classmates. 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 Questrom School of Business.

**SINCERELY,**  
**Ken Freeman**  
**Allen Questrom Professor and Dean**

# EARN YOUR MBA— AND A DISTINCT EDGE.

As a mid-career executive, you set high expectations for your organization, your results, and yourself. You recognize that lifelong learning is crucial to success. So do we. At Boston University Questrom School of Business, our Executive MBA (EMBA) program offers a rigorous, integrated curriculum where you learn to solve real business challenges in their full complexity.

With the Questrom EMBA, what you learn on Friday and Saturday is effective at the office on Monday. You'll share insights with your coworkers and add value to your organization from the start. You'll see new doors open left and right. Don't just take our word for it—EMBA alumni are highly satisfied and consistently report job advancement, increased salaries, and unexpected opportunities.

Here, you'll learn alongside classmates who are industry experts and from professors who are trailblazers in their fields. And BU? It's one of the top research institutions in the world, situated in a national hub of innovation.

**If you have what it takes to conquer the latest issues facing senior leaders and you want to accelerate your career, let the Questrom Executive MBA be your next step.**



# FACE REAL CHALLENGES.

Don't expect to study management disciplines one by one here. The Questrom EMBA takes an integrated approach. Unlike other programs, our curriculum is built on systems and not on discrete subjects. You'll dissect areas like marketing, finance, and accounting as a system, focusing on issues for the organization as a whole. You'll understand, diagnose, and solve the challenges senior leaders face, rather than studying each discipline as a stand-alone course. You'll have total command of the fundamentals, be fully versed in the disciplines, and gain the tools to take on challenges in multiple contexts. We're focused on developing your leadership and extending your collaboration.

**Become the senior leader you've imagined with our integrated curriculum.**

## **KINAN HREIB, MD**

**MBA 2015**  
**ASSOCIATE DIRECTOR GLOBAL PATIENT SAFETY, VERTEX PHARMACEUTICALS**

"One of the most impressive things in the EMBA program," says Kinan Hreib, "is that it takes the lessons we learn early on and weaves them into later lessons. The concepts are very abstract until you start applying them... It was like a jigsaw puzzle and at some point, it all starts to make sense." It's that integrated curriculum that EMBA students find so valuable. Rather than just jump from silo to silo, you really start to stitch together something comprehensive that, by the time you're finished in 18 months, has real cohesion.





## **JAMES E. KIEHL, DMD**

**MBA 2009**  
**OWNER, NASHUA FAMILY DENTISTRY**

Only three years out of BU's Goldman School of Dental Medicine, Jim Kiehl took over a practice with a dozen employees and about 2,500 patients. He might have been an excellent dentist, but when it came to running a business, he needed to raise his game. "I hadn't had any formal business training," he says. "I was figuring things out by trial and error." One of the most striking aspects of his EMBA experience, then, was the immediate application of what he learned in class. "I began to look at things I hadn't reviewed before, like pricing. The program also helped me in terms of how I market my practice—I look at it in an entirely different way now."

# **LEARN ON THE WEEKEND. APPLY IT ON MONDAY.**

What you study in the classroom drives change in your work—immediately. By diving into the full extent of a business challenge with EMBA, you prepare yourself to navigate what's ahead in your own organization. Our integrated curriculum enables you to look at problems from every angle, across functions, giving you a keen eye for complex situations. Reinforced by the expertise of your classmates and the guidance of your professors, you'll constantly discover ways to apply your new senior leadership competencies at work. Your weekends on campus, with an overnight at a nearby hotel, create time and opportunity for class discussions to deepen and friendships to grow.

**You'll head into work on Monday ready to share new skills and insights, and add significant value to your organization.**



# COLLABORATE WITH EXPERTS.

There are no spectators at Questrom. We design every class to be small in size so that close collaboration comes easily. You'll form strong connections with your classmates and count on them as teammates. The environment here is purposely noncompetitive, but that doesn't mean the people sitting next to you aren't fiercely motivated. They're accomplished managers eager to master both school and work successfully. Like you, they're driven mid-career leaders looking to enhance their business skills and take their career to new heights. Together, you'll experiment with new ideas, learn from each other's diverse experiences, and get the most out of every class weekend. When you graduate, you'll leave as lifelong colleagues.

**The Questrom EMBA stands out among executive programs because, here, community isn't an afterthought—it's at our core.**



## KAREN GRAHAM

**MBA 2014**

**DIRECTOR OF OPERATIONS STRATEGY, SOVOS COMPLIANCE**

"I would not have my new job without the EMBA program," says Karen Graham, who recently started as director of operations strategy at Sovos. "I could do the job, but I wouldn't have gotten it. The confidence I got from the EMBA program was the reason." She gained that confidence from her cohort and the collaborative community that is such a part of the Questrom experience. "You spend so much time with these people, getting under the hood, that you really rely on your team. They were instrumental in helping me get over my confidence hurdles."





# LEARN FROM FACULTY WHO DEFINE INNOVATION.

The Questrom EMBA program lives within one of the nation's finest research institutions, which means your teachers are renowned in their fields. Their research and experience have a direct impact on best business practices—and on your career. They are corporate and academic experts who have a passion for teaching and a firm commitment to shaping influential leaders. What distinguishes them is their dedication to developing a true learning environment. EMBA faculty work collaboratively to create and team-teach our skillfully crafted curriculum so that you learn as much as possible throughout the program.

**Our faculty are accessible while you're here, and long after you graduate.**

## **WILLIAM KAHN**

**Faculty Director, Executive MBA Program  
Professor, Organizational Behavior**

When an organization experiences a crisis or chronic stress, emotional fallout tends to follow. That's where Kahn's research lives. His work involves mapping how fallouts shape the relational routines of groups, and developing theory about when those routines either facilitate or undermine healthy collaboration.

## **IAIN COCKBURN**

**Richard C. Shipley Professor in Management,  
Strategy and Innovation**

Cockburn serves as a research associate at the National Bureau of Economic Research in Cambridge, Mass. Immersed in the world of economics, he teaches and researches on intellectual property, business strategy, and the economics of technology-intensive industries.

## **NALIN KULATILAKA**

**Wing Tat Lee Family Professor in  
Management, Finance**

An electrical engineer turned professor of finance, Kulatilaka merges these interests in his research, which centers on the role of financial markets in directing investments to clean energy technologies. He serves as the co-director of BU's Clean Energy and Environmental Sustainability Initiative.

## **MELVYN MENEZES**

**Associate Professor, Marketing**

Praised for his research, his award-winning teaching, and his work in the corporate world, Menezes has more than 25 years of professional experience in academia, business, and consulting. He has worked across a variety of industries, including telecommunications, financial services, and consumer products.

## **SIOBHAN O'MAHONY**

**Associate Professor, Strategy and Innovation**

Much of O'Mahony's work examines how innovative projects manage the tension between maintaining open, participatory, and pluralistic organizing approaches, preserving project boundaries, and contributing to corporate goals. Her research looks at how people create organizing structures that promote innovation and growth without replicating the bureaucratic structures they strive to avoid.

## **SUSAN SAMUELSON**

**Professor, Markets, Public Policy and Law**

When it comes to law, Samuelson is the expert. She has published several textbooks on the essentials of business law and the legal environment and specializes in corporate law, employment law, ethics, general legal issues, law firms, securities law, and the legal profession.

## **MICHAEL SMITH**

**Associate Professor, Accounting**

A highly acclaimed teacher best known for his clear explanations and his dry wit, Smith is interested in teaching financial and managerial accounting, especially financial reporting and analysis of financial statements. His research is broad and includes multinational transfer pricing, executive compensation, financial disclosure, and accounting microstructure.

## **KRISTIN SMITH-CROWE**

**Associate Professor, Organizational Behavior**

Ever wonder why good people make bad decisions? Look to Smith-Crowe's research, which showcases behavioral ethics, emotions, and interrater agreement. She and a team of researchers conducted a popular study that shows how mere exposure to money can trigger unethical behavior.

## **GREGORY STOLLER**

**Senior Lecturer, Strategy and Innovation**

Stoller is actively involved in building entrepreneurship and international business programs at BU through Questrom. He teaches courses in entrepreneurship, global strategy, and management, and runs the Asian International Management Experience Program and the Asian International Consulting Project. He is an avid traveler and fluent in seven languages.

**Learn more about the EMBA faculty at  
[bu.edu/embafaculty](http://bu.edu/embafaculty)**



# DON'T JUST STUDY THE WORLD—SEE IT.

To thrive in the global economy, you need to experience it firsthand. Inside the classroom, our curriculum enables you to understand and analyze business systems in their global context and gives you the tools to excel in every arena. You'll benefit from the international business experience of your classmates and develop global case studies with them. Beyond the classroom? You'll put those tools to use in the most immersive way possible. We take you on an international seminar that truly pushes your boundaries and expands your global perspective—a perspective that's essential when strategizing your company's next move.

## HERE'S YOUR ITINERARY:

- Conduct research on countries and industries overseas
- Pull together a high-performing team efficiently
- Understand cultural, legal, and regulatory issues
- Participate in site visits with businesses, government officials, and non-profit organizations
- Jump into team assignments that engage you with local organizations
- Secure business contacts abroad

## TRIP DESTINATIONS

- 2016: Singapore and Kuala Lumpur, Malaysia
- 2015: Santiago, Chile and Lima, Peru
- 2014: Santiago, Chile and Lima, Peru
- 2013: São Paulo and Rio de Janeiro, Brazil
- 2012: Mumbai and New Delhi, India
- 2011: Bangalore and New Delhi, India
- 2010: Ho Chi Minh City and Hanoi, Vietnam
- 2009: Istanbul, Turkey and Prague, Czech Republic
- 2008: Tokyo, Japan and Shanghai, China
- 2007: Bangkok, Thailand and Singapore



## SCOTT KOKONES

**MBA 2011**

**GENERAL PARTNER, GUIDE MEDICAL VENTURES**

As general partner and cofounder of Guide Medical Ventures, Scott Kokones spends a lot of time thinking about early stage medical devices and how to introduce them to different markets. That's why he's glad for the global perspective he got during his time at Questrom. "You're always thinking about how your product would be used in global markets," he says. "The reimbursement for medical devices is different in Europe. They're more concerned about costs. So you start wondering: will it have a potentially bigger impact outside the US? The same? What are the differences?" At Questrom he learned how to do the research necessary to answer those kinds of questions.



# AN INTENSIVE, 18-MONTH ACCELERATED PROGRAM

Our curriculum is carefully designed to offer a combination of analysis and decision-making. You'll learn how to diagnose and frame issues, locate the right tools and concepts to address them, and then act to resolve. You'll develop strategic problem-solving skills and the leadership to make things happen in your organization. Above all, you'll have a knack for finding innovative solutions to challenges that arise now and down the road.

## LEADERSHIP AND COLLABORATION (ALL-PROGRAM COURSE)

Leadership, collaboration, learning in teams, self-awareness, giving and receiving feedback

JANUARY-JUNE: 2017	JULY-JANUARY: 2017-2018	FEBRUARY-JUNE: 2018
<p><b>RESIDENCE WEEK 1</b>  <b>Leadership Challenges and Competencies I:</b> Leadership, business as a system, theory of firms, introduction to program structure, themes, and faculty</p> <p><b>QUANTITATIVE TOOLKIT</b>            Financial accounting basics, data analysis fundamentals</p> <p><b>MODULE 1</b>  <b>Comprehending the Environment:</b> Strategy of industry analysis, financial markets, macroeconomics, marketing strategy, leadership and collaboration</p> <p><b>RESIDENCE WEEK 2</b>  <b>Law and Ethics:</b> Contracts, employment law, intellectual property, corporate governance, ethical decision-making</p>	<p><b>MODULE 2</b>  <b>Assessing Organizations:</b> Managerial/financial accounting, operations, information systems, HR structure and culture, leadership and collaboration</p> <p><b>MODULE 3</b>  <b>Creating Value in the Market:</b> Corporate finance, corporate and competitive strategy, microeconomics, value creation marketing, leadership and collaboration</p> <p><b>RESIDENCE WEEK 3</b>  <b>Innovation:</b> Multiple perspectives on innovation and change, leadership and collaboration</p>	<p><b>GLOBAL PERSPECTIVES:</b>            Introduction to working across global boundaries and markets, US/non-US organizational relationships and entities</p> <p><b>International Field Seminar:</b>            Application of frameworks, development of collaboration cases</p> <p><b>MODULE 4</b>  <b>Entrepreneurship:</b> Entrepreneurship, leading change, value delivery marketing, finance of risk management, leadership and collaboration</p> <p><b>RESIDENCE WEEK 4</b>  <b>Leadership Challenges and Competencies II:</b> Leadership, integration of program themes</p>

## CAREER DEVELOPMENT

Building individual capabilities in resume development, networking, interviewing, and salary negotiation

# WE'VE GOT YOU COVERED.

As a working executive, we know scheduling matters. That's why the Questrom EMBA is thoughtfully paced so students can balance their academic, work, and personal lives effectively without sacrificing momentum. For the first year, on-campus class weekends occur once every three weeks. Virtual sessions are interspersed on Tuesday evenings throughout the first three modules to reinforce and deepen your weekend learning. With plenty of space between weekend sessions—and added virtual collaborations—you'll have time for new ideas and strategies to emerge.

In your second year, on-campus class weekends occur every two weeks. More frequent sessions allow you to actively engage in your courses along with a team capstone project. The program includes four on-campus residence weeks and an international field seminar.

We'll make sure your experience at Questrom is seamless. You'll have access to high-tech classrooms, a personal iPad, an executive dining room, and dedicated team rooms for breakout sessions. And you'll stay in a nearby hotel on class weekends, which provides additional opportunities for collaboration, team building, and networking.

**Instead of getting caught up in the details, just arrive and learn—we'll take care of the rest.**



# CLASS PROFILE

Executive MBA students at Questrom are accomplished mid-career managers from a wide range of backgrounds. Each class is handpicked for diversity and experience so that you have the opportunity to collaborate with experts who will broaden your skill set and your professional network. Their stories may differ, but all of our students do have a few things in common: ambition, curiosity, and an exceptional work ethic.

## PROFESSIONAL BACKGROUNDS:

- Biotech/pharmaceutical
- Consulting
- Consumer products/retail
- Engineering
- Financial services
- Healthcare
- Human resources
- Marketing
- Operations
- Technology

**39 YRS**

AVERAGE AGE  
RANGE IS 31-52

**15 YRS**

PROFESSIONAL EXPERIENCE  
RANGE IS 8-30 YEARS

**11 YRS**

MANAGERIAL EXPERIENCE  
RANGE IS 5-20

**32%/68%**

GENDER SPLIT  
FEMALE TO MALE

**177K**

AVERAGE SALARY  
INCLUDING BONUS

# TAKE THE NEXT STEP.

Admission to the Questrom EMBA is highly selective. Our students are chosen for 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.

Early application is advised since class size is limited and qualified applicants are accepted on a first-come, first-served basis. We enroll one class each January. When reviewing applicants, we look at professional experience, academic record, ability to contribute to classroom learning, and leadership skills. The admissions committee considers your application materials and admissions interview in making their admissions decision.

## IS EMBA RIGHT FOR YOU?

- Send your resume to [emba@bu.edu](mailto:emba@bu.edu) for pre-assessment
- Attend an on-campus information session, listen to a webinar, or visit a class
- Connect with current EMBA students and alumni
- Reach out to us with questions along the way

Visit [bu.edu/emba/admission](https://bu.edu/emba/admission) to learn more about application requirements, deadlines, tuition, and admissions events.



# A POWERFUL PARTNERSHIP

Our executive format enables you to thrive in the classroom and at the office. You'll expand your skill set and continue advancing your sponsoring organization—one that will benefit from your growth.

Because so much of the learning in EMBA comes from the collaborative classroom 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 their commitment to the program's format and schedule.

## How do organizations benefit from sponsoring a student?

**FRESH PERSPECTIVES:** Students consult with faculty and classmates as they work through real-time issues, gaining insight, developing perspective, and considering different approaches. EMBA provides a 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 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 shine in crucial meetings. They learn to think of the organization as a whole. The positive effects of EMBA are observable from day one.

# IT'S A WIN-WIN FOR YOU AND YOUR COMPANY.

## HERE'S A PARTIAL LIST OF ORGANIZATIONS THAT HAVE SPONSORED PARTICIPANTS:

### Aerospace/Defense

Bath Iron Works  
Raytheon

### Communications/ Marketing

Constant Contact

### Biotech/Pharmaceutical

Biogen Idec  
Genzyme  
Johnson & Johnson  
Novartis  
Philips Healthcare  
Shire

### Consumer Products/ Retail

Procter & Gamble  
Staples

### Energy/Utilities

Entergy

### Financial Services

Bank of America  
Capital One  
Fidelity Investments  
State Street

### Food and Beverage

The Boston Beer Company  
Keurig Green Mountain

### Healthcare

Beth Israel Deaconess Medical Center  
Blue Cross Blue Shield  
Brigham and Women's Hospital  
Harvard Pilgrim Healthcare

### Professional Services

Accenture  
Boston Consulting Group

### Technology

Analog Devices  
Cisco Systems  
EMC  
IBM