

Executive Master of Business Administration

The Executive Master of Business Administration (EMBA) program is especially designed for experienced professionals wishing to obtain a master's degree in business administration. EMBA students have a number of years of significant, post-baccalaureate career experience and continue to work full time while enrolled in the program. Participants begin the program at the same time and move through the curriculum together, completing the requirements as a group. The collective professional experience of the program participants enriches the educational environment.

Bradley University's EMBA program focuses on leadership. Leadership is a key issue in contemporary organizations. While effective leadership is a critical component of organizational success, studies indicate that organizations are facing a "crisis of leadership." Two-thirds of executives surveyed across the nation last year indicated that their organizations had too many people who were strong in management but weak in leadership. Bradley University's Executive MBA is jointly sponsored by the Foster College of Business Administration (FCBA) and The Leadership Development Center (LDC). One of the five business assistance centers in FCBA, LDC is the Midwest affiliate of the Center for Creative Leadership (CCL), the premier leadership development program in the nation.

Unlike traditional MBA and EMBA programs with their prescribed courses in economics, finance, management, and accounting, Bradley University's EMBA focuses on issues that managers and executives identified as the most pressing problems they faced. The program takes an issues-oriented, problem-solving approach to business. Business issues are addressed from an interdisciplinary perspective. Each issue is approached with insights gained from various business disciplines. Accounting, marketing, management, and finance are integrated throughout the curriculum. Through this issues-based, integrated curriculum, program participants will develop the same broad business knowledge and awareness that is expected from any rigorous MBA program.

Through the course of the program, the leadership skills of individual participants will be developed. Faculty will work one-on-one with participants to assess leadership skills and create a personal development plan.

Admissions Information

Requirements

A baccalaureate degree is normally required; however, in exceptional cases, candidates who do not have a baccalaureate degree may be admitted upon the recommendation of the EMBA Admissions Committee and approval by the Graduate School dean and the provost. In these rare cases, noteworthy professional experience, the candidate's ability to handle graduate-level study, and the ability to contribute to the academic experience of others in the class will be considered.

Managerial experience is required for all candidates; seven years of managerial experience is preferred. Entrance requirements also include a personal interview, professional recommendations, and a demonstrated ability to accomplish graduate-level business coursework. Evaluation of students for admission is a very individualized process. A prospective student's background, work experience, career goals, and desire to succeed are considered in making an admission decision.

Program Costs

The fee for the 2006-2007 EMBA degree program is \$49,600. Tuition, instructional materials, meals, and the international trip are included in the fee.

Payment Schedule for Program Beginning in 2006

First Payment	\$500
<i>Due immediately upon acceptance into the program</i>	
Second Payment	\$24,550
<i>Due February 1, 2006</i>	
Final Payment	\$24,550
<i>Due October 1, 2006</i>	

Admissions Deadline

The admissions committee follows a "rolling admission" process, whereby each application package is considered separately and measured against acceptance criteria, rather than against the applications of other candidates. Applicants will be evaluated on the following criteria: managerial experience, undergraduate/graduate performance, letters of recommendation, essay, and evidence of readiness for entrance into the program.

The required documents are the following:

1. **Application form.** The application form must be complete with meaningful and well-developed answers to the questions on the goals of the applicant. All applicants must submit a non-refundable application fee, payable by check or money order, to Bradley University. The fee for domestic applicants is \$40.
2. **Transcript(s).** Official transcripts from each college and university attended must be sent directly from the registrar to: Dean, Graduate School, Bradley University, Peoria, Illinois 61625.
3. **Three letters of recommendation.** Recommendation forms are included in the application material. Please note that a direct supervisor must be one of the recommenders, unless you are self-employed. These recommendations must be returned in a sealed, signed envelope.
4. **Employer letter of sponsorship.** This letter should be from a senior official of your employing organization. It should state that your employer endorses your participation in the program, is aware of the time demands, will grant you the necessary time off to attend classes, and, if applicable, is willing to provide financial assistance. Applicants who are self-employed are not required to submit this statement.
5. **Personal essay.** Directions for the essays can be found in the application form.
6. **Interview.** Once your application is received, an on-campus interview will be scheduled. Be prepared to describe projects you have handled

that demonstrate your management skills. Please include a statement with your application stating times and days that you are available for the interview.

For application materials, please write to: EMBA Director, Foster College of Business Administration, Bradley University, 1501 W. Bradley, Peoria, IL 61625. E-mail: emba@bradley.edu. Phone: (309) 677-2253.

Progress Toward the Degree

Degree Requirements

The EMBA consists of 19 courses comprising 35 academic credit hours. The program lasts approximately 15 months and meets every other weekend on Friday and Saturday for the program's duration. Two extended periods of study, lasting 7-10 days each, will be required. Students must successfully complete all 21 courses and pass a written comprehensive examination.

Required courses

BUS 621 The Leadership Challenge	3 hrs.
BUS 623 Scanning the Environment	1/2 hr.
BUS 625 External Economic Environment	1 hrs.
BUS 627 Managing Technology	2 hrs.
BUS 629 Cost Management	1 1/2 hrs.
BUS 631 Competition and Pricing	1 hr.
BUS 633 Creating and Maintaining Customer Satisfaction	3 hrs.
BUS 635 Communication Workshop	1 1/2 hrs.
BUS 637 Attracting and Developing Talent	2 hrs.
BUS 639 Building Employee Commitment	2 hrs.
BUS 641 Dealing with Problem People	1 hr.
BUS 643 Team Building	1 hr.
BUS 645 Acquiring Capital and Making Investment Decisions	3 hrs.
BUS 647 Global Environment and Issues	3 hrs.
BUS 649 Developing Strategy	2 hrs.
BUS 651 Performance Measurement and Control Systems	2 hrs.
BUS 653 Strategic Positioning and Maximizing Performance	2 hrs.
BUS 655 Leading Successful Change	1 1/2 hrs.
BUS 658 EMBA Topics	2 hrs.
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	35 hrs.

Course Descriptions

BUS 621 The Leadership Challenge 3 hrs.

Exploration of the characteristics and themes of successful leadership. In-depth analysis of the strengths and development needs of participants through 360-degree feedback. Important interpersonal skill foundations in communication, conflict resolution, and trust building are emphasized. One-on-one coaching between participants and staff.

BUS 623 Scanning the Environment 1/2 hr.

Uncertainty in business planning caused by the external environment. Utilization of a conceptual model to organize and frame the discussions of the macroenvironment in which the firm operates.

BUS 625 External Economic Environment 1 hr.

Provide a broad overview of the economic environment in which business firms and consumers carry out their individual economic activities. Review the institutional structure, the social goals, and implicit values of the market system and how they establish the parameters within which choices are made. Overview of how and why business cycles occur. How economic policy, both monetary and fiscal, have impacted the business cycle.

BUS 627 Managing Technology 2 hrs.

Management issues related to providing information technology resources. Impact of product and process-related technologies on development and execution of organizational strategies.

BUS 629 Cost Management 1 1/2 hrs.

Analysis of the nature of cost. Techniques for accumulation of costs incurred in production and assignment of those costs to products. Methods for reduction and management of non-value-added costs.

BUS 631 Competition and Pricing 1 hr.

Elasticity measurement of market response to price, income, and other influences on competitive structure from commodities to monopoly; pricing strategies based on competitive environment; price, output, and product development for competition among few firms; the techniques of Cournot, Stackelberg, and Von Neumann.

BUS 633 Creating and Maintaining Customer Satisfaction 3 hrs.

Customer-focused topics, including effective and efficient product delivery, identifying customer segments that can be served by the firm, offering customer value, and building brand and corporate loyalty.

BUS 635 Communication Workshop 1 1/2 hrs.

Communication skills, both verbal and written, will be strengthened and learned through practice. Interpersonal and written communication skills and media interviews receive primary emphasis.

BUS 637 Attracting and Developing Talent 2 hrs.

Expose students to the challenges of attracting talent and provide advice on how to develop talent within an organization. Complexities of recruiting in difficult labor markets. Continuous improvement mechanisms to stimulate ongoing talent development.

BUS 639 Building Employee Commitment 2 hrs.

Key themes and practical approaches for enhancing motivation and building high levels of commitment and continuing dedication throughout the workforce. Financial and intrinsic reward systems are emphasized, as are the keys to developing a culture of involvement and credibility.

BUS 641 Dealing with Problem People 1 hr.

Approaches, skills, and strategies for understanding and addressing difficult and problem people in the organization. Application of course materials and learning to on-the-job situations. Examines both human resource and legal ramifications of dealing with problem people.

BUS 643 Team Building 1 hr.

Design, introduction, development, and leadership of cross-disciplinary teams, including virtual teams. The course provides leaders with the background, perspective, and skill to help teams reach their performance potential. Participants receive feedback regarding their on-the-job approach to teams. Areas of need are identified and participant-specific skills and actions are emphasized. Approaches to team rewards and team compensation are studied.

BUS 645 Acquiring Capital and Making Investment Decisions 3 hrs.

Planning and strategies involved in identifying value-enhancing capital projects. Interpreting cash flow figures, identifying risk factors, and employing risk analysis techniques. Strategies for acquiring capital and understanding the impact of capital structure on firm value.

BUS 647 Global Environment and Issues 3 hrs.

Provide an understanding of the forces shaping the international economy. Provide frameworks and guidelines for gathering, sorting, and assessing complex global and regional information to contribute to understanding organizations' strategies and tactics. Emphasis on leadership issues and diverse cultures.

BUS 649 Developing Strategy 2 hrs.

Provide an effective planning framework to integrate strategies with different functional areas. All of the functional areas will be integrated within the strategic planning framework. Emphasis on strategic planning as an ongoing, fluid process that evolves over time and adapts to environmental changes.

BUS 651 Performance Measurement and Control Systems 2 hrs.

Techniques for creation of profit plans and monitoring of success. Design and use of broad-based performance measures such as the balanced scorecard. Identification and control of risks that threaten the attainment of objectives.

BUS 653 Strategic Positioning and Maximizing Performance 2 hrs.

Expose managers to factors that impact different performance measures and provide strategies that maximize performance. Achieve balance at many different levels; incremental/radical strategies, flexibility/control, resources/capabilities, and growth/continuous improvement.

BUS 655 Leading Successful Change 1½ hrs.

Background, insights, and skills in how to effectively challenge the status quo, create new directions, and lead organizations to embrace and successfully implement needed change. Examination of the forces for change and dynamics of resistance. Participants examine their personal style of change and apply change management strategies to their respective organizations.

BUS 658 EMBA Topics 1½-2 hrs.

Topics of special interest which may vary each time course is offered. May be repeated under different topics for a maximum of two hours credit. Topic stated in current Schedule of Classes.