




Rutgers
Executive MBA
Program

RUTGERS

Rutgers Business School
Newark and New Brunswick



The Rutgers Executive MBA program is the premier choice of executive education for the highly motivated professional with aspirations for accelerated career growth and development, because it offers (i) elite professors with practical experience, (ii) a rich and constantly updated curriculum, (iii) globally recognized areas of specialization, (iv) a network of bright professionals, and (v) a convenient location in the Tri-State area giving the best return on investment.

Formulated by the EMBA students in the Brand Management course.

Rutgers, The State University of New Jersey, is dedicated by law and by purpose to serving all people on an equal and nondiscriminatory basis.

Produced by Rutgers Business School's Office of Communications and the Rutgers Executive MBA Office. Principal photography by Fred Stucker. Additional photography by Nick Romanenko. Design by AlphaGraphics—New Brunswick, NJ.

RBS-0513/5M

"Now is the time to achieve parity with the huge changes that characterize today's business world. If a challenging, globalized business education is your career imperative, think of the Rutgers EMBA program as its integral component."

A *Career* Imperative

In a knowledge-intensive environment such as ours, a dynamic, state-of-the-art MBA degree becomes a career and business necessity. Incorporate the fact that business is globalizing and transforming at an unrelenting pace, and an MBA could become a career imperative. That's where we come in.

The Rutgers Executive MBA (EMBA) program is specifically designed to provide you with the theoretical tools, the practical insights, and the vital hands-on skills essential to compete in this challenging environment. The 20-month learning experience is tailored for executives and managers like you who wish to remain on the job while obtaining an MBA. Rutgers' prestige, history (it is the eighth oldest institution of higher education in the United States and one of nine Colonial Colleges that includes Harvard, Yale, Princeton, and Columbia), and international reputation have all been leveraged to give you an MBA program of uncompromising quality.

You will be taught by individuals who truly relish the challenge of working with executives and managers while sharing their significant experiences in business, consulting, and research. Our teaching philosophy is twofold and very simple: we promise to discuss material that is current and practical, and we promise to deliver an EMBA program that is nimble—a program that rapidly adapts to the constantly changing, technology-driven business world.

You will also benefit from the synergy generated by interacting with your classmates. You will find that the networking and bonding within each class and study group will be the catalyst that will power your next career transition. In fact, the lifelong contacts that you will establish with this highly motivated group of Rutgers EMBA students will be a reward in itself. In addition, you will also have access to an EMBA dedicated Career Coach who will help you develop a career management strategy plan.

Now is the time to achieve parity with the huge changes that characterize today's business world. If a challenging, globalized business education is indeed your career and business imperative in this knowledge-intensive economy, think of the Rutgers EMBA program as its integral component.

Please visit our frequently updated website, emba.rutgers.edu for further details, up-to-date additions and changes to the curriculum, new short courses, alumni announcements, and student comments and feedback.

FARROKH K. LANGDANA

Director, Rutgers EMBA Program



According to **Bloomberg Businessweek's** rankings of the World's Best EMBA Programs, the Rutgers EMBA program is one of the very best for strategy, finance and sustainability.

Rutgers EMBA

Welcome to the Powerhouse

Whether you're looking for a great name, an excellent program, first-rate and globally-recognized faculty, lasting relationships with your new "family" of EMBA classmates, or a university with a tradition going back to 1766, you will find it all at Rutgers Business School.

- *Financial Times* has ranked Rutgers #2 in the world in Economics, #6 in the U.S. in Career Progress, #20 in the U.S. in Total Salary and #19 overall in U.S.-EMBA programs.
- *Bloomberg Businessweek* has ranked Rutgers EMBA #26 in the world, placing Rutgers EMBA in the top tier; and gave A+ Teaching-Quality Grades for Finance and Strategy, an A+ for Support and A grades in Sustainability and overall Curriculum.
- *The Wall Street Journal* has ranked Rutgers EMBA #21 among the Best Executive MBA Programs, #1 in Administrative Support and #7 in Management Skills.
- *Poets and Quants* for Executives combines some of the major rankings of EMBA programs worldwide by constructing a weighted index to provide a global and a truly composite ranking. Rutgers EMBA came in at #31 in the world.
- Rutgers Supply Chain Management program was ranked #3 in the nation by Gartner Supply Chain Leaders, and was also recognized by *U.S. News and World Report* for the first time ranking #20 in the U.S., ahead of Harvard Business School.

- Rutgers was recognized as one of the Top 10 business schools for Health Care/Pharmaceuticals/Biotechnology in the world by Find-MBA.com.
- *U.S. News and World Report* has ranked the Newark campus of Rutgers University as the #1 "most diverse national university in the United States." Rutgers Business School–Newark and New Brunswick is an integral part of this campus, which has received this distinction each year since 1997 when *U.S. News and World Report* began assessing diversity.
- Rutgers has repeatedly placed among the Top 4 out of 600+ universities worldwide in the CFA Institute Investment Research Challenge that calls for teams to research and report on a publicly traded company.
- The "Cycle of One" has been a unique feature of Rutgers EMBA for years. Throughout the program, EMBA participants participate in short "Cycle of One" exercises that demand quick decisions from the executive with no coaching or mentoring.

*One Washington Park in
Newark's Downtown Arts District*

For more details, please visit our website: emba.rutgers.edu

Carolyn L. Smith-Barrett, Ph.D. (EMBA 2012)

Vice President, Labeling and Submissions Management,
Global Regulatory Affairs for Janssen Research & Development, LLC;
a Johnson & Johnson Company



For more testimonials, please visit:
emba.rutgers.edu

Program Quick Facts

- Highly ranked in *Bloomberg Businessweek*, *Financial Times* and *The Wall Street Journal*
- Constantly updated curriculum
- 10-day summer residency program in Beijing and Shanghai
- Incredible networking opportunities and life-long connections
- Complimentary lectures for spouses/partners

I considered going back to school for my MBA for years, but wasn't interested in the traditional programs. The Rutgers Executive MBA was highly recommended by several Johnson & Johnson colleagues and its Friday/Saturday schedule suited my needs given that I was the global head of a large business group and frequently traveled to Europe and Asia.

As my educational and professional background was primarily focused in the sciences, I wanted to formalize and hone my business skills through a program that would delve deeper into concepts already familiar to me and allow me to learn more. My personal interest was in the various strategic areas that were taught, particularly corporate strategy. As the program emphasizes the relationship of academic teachings to the real world, the Rutgers EMBA program took my business understanding to a new level.

A defining moment occurred during a tour of one of the companies we visited on the EMBA trip to China. The plant employed many of the process concepts that we discussed in our classes, but also had visible notations related to lean processes that I had previously employed in my work. It emphasized why I joined the program, namely to connect real-life experiences with academic learning and challenging discussions and tie it all together in a meaningful way that would take my business skills to a higher level. The entire program was truly an incredible life experience.

After completing the program, I moved into a more strategic role at Johnson & Johnson as vice president for regulatory labeling and submissions management, responsible for filings to health authorities worldwide as well as for the systems and processes supporting that work. I can say the Rutgers Executive MBA program enhanced my business skills and strategic thinking and added a host of friends to my life. The experience as a whole, both professionally and personally, was transformational.



*To guarantee an education that is relevant, practical, and timely,
the Rutgers EMBA is reengineered every year.*

Tailored for *Busy Executives*

If you are already working 60 hours or more a week, you may wonder how you would find the time to complete an MBA degree. Earning such a degree is never easy; the workload is heavy and unrelenting. However, the Rutgers EMBA program makes the experience convenient, enjoyable, and personalized.

- Each term begins with an intensive week of classes in residence at the exclusive Dolce Conference Center in Basking Ridge, New Jersey. The week immerses participants in the semester's courses and also fosters a strong sense of camaraderie, class cohesion and life-long bonding. Subsequent classes meet all day on alternate Fridays and Saturdays at the state-of-the-art building at One Washington Park on the easily accessible Newark campus. This special arrangement allows you to work full time and go to school full time.
- The program, comprised of 57 credits, can be completed in 20 months. Courses are conducted from early September to May and are taught by distinguished faculty, internationally respected for both the quality of their teaching and the excellence of their research.

- Participants have an exceptional opportunity to interact with international business leaders and visit companies such as BMW, Boeing, Liz Claiborne, Novartis, Lenovo, and Maersk, during a 10-day summer program in China.
- You can obtain formal specializations in one of three areas in Rutgers EMBA: Finance, Marketing or Supply Chain Management. You can also opt not to specialize but to do a Generalist MBA by mixing and matching any one of nine electives offered in EMBA.
- Participants can also choose an elective from any Rutgers program on any Rutgers campus, and can also opt to do highly specialized 'Independent Studies' with specific professors, as electives. (More information can be found at emba.rutgers.edu).
- Each participant becomes part of a study group that works as a team on class projects and homework assignments. Valuable contacts and lasting friendships are an important by-product of the study groups.

*The program can be completed in 20 months,
with courses taught by distinguished faculty,
internationally respected for both the quality of
their teaching and the excellence of their research.*





Tom Madsen (EMBA 2005)

Vice President and Chief Information Officer
for Verizon



For more testimonials, please visit:
emba.rutgers.edu

- A short course, *Mathematics for Managers*, is offered during the last two weeks of August for incoming students who want a refresher course in college algebra.
- In addition, an optional computer workshop is conducted in late August for incoming students who would like a quick hands-on overview of the most essential business software applications.

Hassle-Free Experience

The EMBA experience begins without the hassle of interminable lines at the college bookstore or registrar's office. With the support of an exceptional staff, ranked #1 in administrative support in EMBA Programs by the *Wall Street Journal*, all the details are taken care of for you—from registration to parking. The program fee includes:

- convenient parking available just a short walk from the building where classes are held;
- the purchase of all books and materials including software;
- catered breakfast, lunch and coffee breaks on all class days;
- all week-in-residence expenses; and
- a 10-day summer program in China.

We also register you for classes and deliver class materials personally to you. No standing in lines at all. The only costs borne by the students in the program are the air fare to and from China, the visa fee for China, and meals on open days while on the trip.

For more on the EMBA experience, please visit:
emba.rutgers.edu.

When I was considering an MBA program my selection criteria included the ability to work with a diverse group of senior managers spanning multiple industries, a schedule that would allow me to continue meeting my day-to-day demands and classes with quality instructors. The Rutgers EMBA program met, and exceeded each of these objectives.

In today's business environment, senior executives must be able to operate and excel across all fields; there are no functional boundaries. I found that the Rutgers EMBA program trained me to continually switch gears and address challenges across multiple disciplines, focus on what is critical to success and then move on to the next objective. It also helped expand my ability to consume and process information and to execute across diverse environments. I find these skills invaluable in my day-to-day work.

One of the best things about the program for me was exposure to other senior level managers. It made me realize that all of us, whether we are in finance, pharmaceutical, manufacturing, telecommunications or any other industry, are trying to solve the same problems. We are just coming at it from different perspectives. My fellow students were all highly seasoned business professionals and I learned almost as much from them as from my professors. That certainly is a unique element of the EMBA program and clearly reflects its quality.

Our program has a well-deserved reputation of adapting quickly to changes in the business world.

EMBA Curriculum

At Rutgers EMBA, we ensure a uniquely practical, current, and relevant approach to business education. The philosophy of the program is, "How will today's class actually help the Executive MBAs at work next week?" The relentless pursuit of this objective has been largely instrumental in our global rankings.

Faculty are chosen from a pool of over 150 professors from our Newark and New Brunswick campuses to ensure that the professors in the Executive MBA program are not just experts in their fields, but are also strong communicators in the classroom. In addition, to ensure the applicability of our EMBA curriculum, we regularly invite seasoned veterans from industry to teach specialized courses. For example, our highly regarded Business Strategy course is taught by a former senior executive of a large IT company who has been designing and implementing global strategy for over 25 years.

Our program has a well-deserved reputation of adapting quickly to changes in the business world. Hence, please note that the courses described below are very likely to change every year; the descriptions presented here are only general outlines. Please visit our website, emba.rutgers.edu for the newest updates to the curriculum.

Semester One

Aggregate Economic Analysis is a course in applied global macroeconomic policy analysis. Current global, fiscal and monetary policies, budget and trade deficits, global capital flows, and their effects on inflation, output, employment, interest rates, stock prices, housing bubbles, commodities, and exchange rates are analyzed. Current macroeconomic policies in the U.S., Europe and Asia, are also analyzed and discussed.



Business Statistics introduces the use of statistical methods and probability in the analysis and modeling of business problems. Cutting-edge software applications coupled with a strong focus on the interpretation of computational results, yield powerful applicability to real-world decision-making. Examples are drawn from such settings as supply chain management, pharmaceuticals, health care, market research, quality control, and production.

Law & Legal Reasoning, an overview of business law within the context of law in general, studies the interplay of law, business and society, with an aim to implementing responsible and successful management. Managers must develop legal literacy and an appreciation of the role of law in the effective and ethical management of their businesses. Students learn how managers can use the law tactically and strategically to create solutions for business objectives without incurring undue legal or business risk.

Allison Nagelberg, J.D. (EMBA 2012)

General Counsel for Monmouth Real Estate Investment Corp.,
and UMH Properties, Inc.



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emba.rutgers.edu

*EMBA faculty continually reshape
course materials to reflect the changes
in the global business environment.*

Organizational Behavior explores approaches to analyzing organizations and understanding the role of leaders in the effective functioning of organizations. Topics include negotiation skills, motivation, managing change, ethics in business, managing diversity, team decision making, and leadership. Through class discussions, case analyses, simulations, and projects, students learn critical managerial skills.

Cycle Of One

At Rutgers EMBA, executives are trained to think quickly and to boldly make rapid-fire decisions if and when the situation arises. Most executives start their careers working alone as interns and then work in groups as they progress through mid-level management. They are often alone again as they occupy that corner office on the top floor and make the really hard decisions; hence the “Cycle of One.”

Throughout the program, EMBA participants participate in short Cycle of One exercises. An urgent situation—often a real-life example—that demands a quick decision from the CEO, is presented to the participants. The students (who play the part of the CEOs) are given about three minutes to quickly respond. They cannot discuss the situation or their options with any “team.” There is no coach, no mentor—the decision must be theirs alone and has to be made rapidly and decisively.

As the General Counsel for two publicly traded Real Estate Investment Trusts, I wanted to enhance my understanding of finance in order to contribute to my companies’ business decisions in a more meaningful way.

After exploring EMBA programs in New York City, New Jersey and Philadelphia, I was thoroughly impressed with the outstanding program just a half-hour from my home in Central Jersey. As a busy lawyer and mom, logistics were a critical factor in my decision to attend Rutgers Business School.

I can attest that the professors were first rate and accessible. I made lifelong friends and cultivated business relationships with people from a wide range of industries and backgrounds. I also acquired the financial background that I was seeking, as well as skills in digital marketing, strategy, statistics and many other disciplines. In addition, I learned real-world information, which has helped me to evaluate business problems in a new way.

During the EMBA program, I teamed up with four other Rutgers Business School students to represent our school in the CFA Institute Research Challenge. My teammates were brilliant in finance, whereas I was a novice, but we all brought something valuable to the table. We spent hundreds of hours corresponding with experts across the globe, taking field trips to industry trade shows, refining and practicing our script, overhauling our presentation, and parrying every imaginable question in order to be the best prepared team. I will never forget the night that we won the regional competition – the third Rutgers victory in five years – besting Dartmouth, Cornell, NYU and several other leading business schools, and advancing to represent our school at the global finals.

There is an enormous boost in confidence that comes from succeeding in this challenging program. And the enduring relationships that I have forged with classmates, with professors and the Director of Rutgers EMBA are without equal. I can state unequivocally that my experience at Rutgers EMBA was priceless.

For more testimonials, please visit:
emba.rutgers.edu



Ravi Badge (EMBA 2007)

Director of Information Systems
for Prudential Financial, Inc.

With a graduate degree in computer science and more than 10 years of work experience, I was looking for an MBA program that would equip me with the practical tools that one needs for today's multi-faceted workplace. I started contacting various schools that offered Executive MBA programs in the tri-state area. After meeting and talking to Professor Langdana, it just clicked. I think I was the first one to register for my particular class.

While I am strong in technology, I never felt comfortable discussing finance, strategy or marketing. The Rutgers EMBA program gave me a chance to become familiar with each of them. My approach to problems and issues is different now. I am a better listener, better at managing my time and I have access to an incredible network of alumni. The program also gave me a boost of self confidence in my professional and personal life.

As an 'IT guy' I used to dread high-level meetings where strategy, finance or marketing were to be discussed. Now, I am an active participant at these meetings. My whole approach to business challenges has changed. In fact, my management is more comfortable discussing finance and strategy with me and has given me an opportunity to grow. Less than a year after graduating from the EMBA program, I was promoted to director of information systems and started managing a different unit.

I have more confidence now discussing non-IT related topics, and I have gained a deeper knowledge of the business world. Thanks to all my professors and my classmates at EMBA, I am now using the skills that I learned, to make a difference in my professional life, one step at a time.

Semester Two

Financial Management provides managers with a strong foundation in the essentials of financial management. Topics include discounted cash flow, stock and bond valuation, risk and return, capital budgeting, cost of capital, capital structure, working capital management and international finance.

Financial Accounting is a core class that teaches the language of business. It focuses on financial reporting, and the thorough understanding and implementation of accounting information to support valuation, resource allocation, planning, capital management, production, costing, marketing, control, and performance evaluation decisions.

Managerial Economics explores the fundamental principles of different pricing strategies to achieve the objectives of a firm. What price should be used to maximize profit? Will that price maximize market share? What role do costs play when choosing a pricing strategy? How does a firm react to a competitor's price cut? This class will help students navigate through these and other related questions.

*Rutgers EMBA at the
epicenter of global supply chains:
Yangshan Deep Water Port in Shanghai*

Jing Suk (EMBA 2012)

Vice President, Director for Strategy and Analysis
at Digitas



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emba.rutgers.edu

Analytical Techniques For Decision Making introduces model-building and analysis techniques for business applications. Topics include the use of regression analysis for forecasting, linear programming, inventory management, and queuing (waiting line) analysis. Examples are drawn from many functional areas, including supply chain management, health care and the pharmaceutical industry, and production and service operations.

Supply Chain Logistics covers the key supply chain strategies that are needed for today's world-class global business. Topics covered include network design, forecasting, inventory management, strategic alliances, supply chain integration, procurement and outsourcing, customer value, international issues, and a review of supply chain software strategies. This course discusses in detail how today's companies "live and die" by their supply chains. It also incorporates a class trip to a company that truly exemplifies the power of supply chain in action. Past trips have included tours of the FedEx, Starbucks and Pantone facilities.

Before starting my Rutgers EMBA, I led the digital analytics team for Reuters Consumer Media. I was responsible for providing strategic optimization recommendations for all the firm's digital properties across online, mobile and social. I interacted regularly with senior management across various business units as well as external vendors.

As my responsibilities began to increase, I wanted to earn an MBA degree so that I could better understand the multiple disciplines involved in running and growing a business. The Rutgers EMBA expanded my knowledge in a variety of areas, including accounting, financial management and supply chain strategy.

The Rutgers EMBA program has definitely been one of the most rewarding experiences of my life, and it delivered an experience far above what I expected to receive. When I started the program, I had been a manager for nearly four years. Half-way through the program, I was promoted to a director position within the company. After graduation, I moved to an even more challenging role, as the vice president of strategy and analysis at a top marketing and advertising agency.

Our class motto was "Compete with yourself, help each other." I met so many wonderful, capable people in my class, and I am so blessed to be able to call them friends now. The networking the Rutgers EMBA program provided has proven to be an invaluable resource.

When I started the EMBA program, I was thrilled but I was also feeling apprehensive about the prospect of juggling the school demands around a full-time job, a long commute, a toddler at home and being four months pregnant. I would not have been able to complete the program without the support of the Rutgers EMBA staff.

Overall, the Rutgers EMBA has been the best investment I have made in my career. I highly recommend it to anyone who is considering an MBA education.





Tiananmen Square: Day One in China

International *Experience*

Business's International Link

The U.S. and Chinese economies are inextricably linked—not just in the flow of goods and services but also via the less visible inflow of capital from Asia (about \$3.5 billion a day) that helps finance our budget deficits. To appreciate the challenges and vitality of the Chinese economy firsthand, Rutgers EMBA's participate in a 10-day summer residency program in Beijing and Shanghai in early June, following their first year in the program.

Participants witness first-hand the energy, complexity and dynamism of the Chinese economy, along with the challenges and opportunities for U.S. business in China. The EMBA's visit manufacturing, supply chain and marketing operations, medical and pharmaceutical facilities, and attend seminars.

Some visits have included Boeing (in Tianjin), Chrysler-Daimler, Lenovo Group Ltd., Shannon Garments (jacket manufacturer for

Liz Claiborne), the Port of Shanghai (managed by Maersk), Siemens Mobile Phone Equipment, Coca-Cola, Sanofi, and seminars with representatives of the U.S. Embassy and the Deputy Director General for the China Council for Promotion of International Trade.

This course also includes important cultural visits (accompanied by local guides) to sites such as The Great Wall, The Forbidden City, and The Bund in Shanghai. As part of the cultural experience, the EMBA's are required to make short presentations at company visits in China.



Li Ning Company visit in Beijing

Jorge L. Cardenas (EMBA 1996)

Vice President Asset Management & Centralized Services
for PSE&G

Semester Three

International Business covers strategies for penetrating foreign markets, explores how changes in the global economic and cultural environment impact company decision making, and introduces basic analytical tools, such as country risk assessment, and hedging of foreign exchange risk. The approach is to translate theory and concepts into real-world management practice. Issues such as outsourcing, offshoring, inshoring, and global supply chain strategy are discussed in detail.

Marketing for Decision Making presents the latest marketing tools and concepts that drive customer perceptions, purchase decisions, willingness to pay, and loyalty. Segmentation, positioning, and marketing mix decisions are discussed in detail. The core marketing course includes presentations by industry experts in Social Media Marketing and is the foundation for the marketing electives in the fourth semester that include Marketing Strategy, Web Analytics, Brand Management and Marketing Research.

Financial Statement Analysis is an advanced course that uses concepts from all aspects of business to understand and analyze the data being reported in financial statements. It also integrates aspects of forensic analysis. Special sections on Mergers and Acquisitions and Taxes are also included in the syllabus. The general principles, techniques, and tools taught in this course are fundamentally designed to judge the performance of any business corporations (big or small) anywhere in the world –public or private, in the manufacturing, retailing, or services sectors.

Business Strategy is a course that develops a general management approach to strategic planning and execution. Integrating strategic ideas with concepts and tools from across the EMBA program, the course seeks to help students build the skills needed for leadership in real-world enterprises. This course synthesizes topics from Finance, Accounting, Macroeconomics, Microeconomics, International Trade, Organizational Behavior, Leadership, Supply Chain Management, and Financial Statement Analysis, to plan, construct and execute the optimal business strategy.



For more testimonials, please visit:
emba.rutgers.edu

I chose the Rutgers Executive MBA program because of its reputation both in the U.S. and internationally. I wanted a high-quality, globally recognized program that would be flexible enough to allow me to concentrate in areas that were applicable to my job and would help me be better prepared for future positions.

It was a very good feeling to accomplish a program of this quality, and I honestly feel it allowed me to grow in ways I did not expect. It was like learning a new language. Picking up the Wall Street Journal and reading a few pages became a way of life, giving me insights into monetary policy both here and abroad.

For me, it validated that “leadership and vision” are critical elements of both personal and business success. Having my EMBA makes me feel accomplished and successful.

When I was in the program, there was a two-week summer program to Cambridge University and Prague which was a once-in-a-lifetime experience. The bonding from that trip and the global experiences derived from the course will be with me forever.

I’ve had five rewarding positions at PSE&G since I graduated from the program. My present position is really a dream come true for me. I get to use all the concepts I studied at Rutgers plus much of what I have learned about the electric and gas utility business in my 36 years at PSE&G. I know I would not be where I am had I not chosen the Rutgers EMBA program.

Today, I’m responsible for billion-dollar investments in electric and gas transmission and distribution infrastructure. I have an opportunity to influence decisions made about investments in energy efficiency, solar generation and other renewable energy programs. I see a world full of possibilities for us as a nation fueled by low-cost, abundant shale gas and increasingly available renewable energy sources, all leading to our energy security and independence. I see “energy” and understand what it means to us as a state, nation and global economy. I owe much of that understanding to Rutgers EMBA program.

For more testimonials, please visit:
emba.rutgers.edu



Jamila Bilimoria (EMBA 2012)

Senior Manager, Accounting & Controlling
for Siemens Corporation

When I decided to pursue my MBA, I knew two things: I did not want to spend the next three to five years attending school on a part-time basis and I needed flexibility because I had two young children.

I applied to several schools that offered online programs and had settled on one that was full-time and 15 months long. But I had also registered for the Rutgers EMBA open house and felt I owed it to myself to attend. During the open house, I was allowed to audit the classes, to observe professors while they lectured and to speak with current students at a networking session. The students couldn't say enough positive things about the professors, their experiences and their fellow students. I was won over! Although this meant I would have to commit to Friday and Saturday classes, I felt the sacrifice was right for me.

The Rutgers program was intense. It was a full-time course load, and I was balancing it with a family and a full-time job. Having completed the EMBA, I feel like I can accomplish anything. It has given me a better appreciation of what I was lacking and helped me gain a greater understanding of people, business, my environment and general decision-making.

The professors were phenomenal. They opened my mind, challenged my thinking and forced me to re-evaluate my beliefs. I underwent a paradigm shift and in the process, I became a better person for having honed my leadership skills, fine-tuned my technical skills and improved my overall communication abilities.

Rutgers has provided me with a solid foundation and the tools to improve my work environment. By applying my newfound knowledge and performing my work with renewed passion and drive, I am receiving more notice from senior management within my organization. I have been given more responsibilities and was selected for an America's Regional Top Talent gathering where I was asked to present to the global and regional CFOs. I was also chosen to participate in an exclusive networking session with the CEO and sent to a "Young Leaders" conference on the Euro crisis as the Siemens representative.

With my Executive MBA from Rutgers, I am ready to take charge of my destiny and carve out my own place in history.

Semester Four

International Trade probes the economic fundamentals that drive global trade, wages, capital, and exchange rates. Topics such as offshoring, outsourcing and insourcing are discussed and the course also looks at whether or not manufacturing in America will return and if so where and in what form. Trade barriers such as tariffs, quotas, export subsidies, and non-tariff barriers are studied in the context of current trade disputes with the U.S. and its major trading partners. The course also explores intra-industry trade with examples that include the Boeing Dreamliner and the Airbus A380. Also critically examined is the role of "Strategic Trade" where governments deliberately use tax revenues to artificially create a comparative advantage and capture global market share in key industries.

Strategy builds on the Business Strategy course, and is concerned with the strategic management in multi-business firms such as GE and J&J. Topics include Mergers and Acquisitions and Vertical Integration where the relationship between corporate headquarters and operating units is explored with an emphasis on developing real-world leadership skills.

Financial Strategy takes direct aim at providing a holistic exploration of how C-level executives manage the entire balance sheet, rather than just assets, in order to drive revenues by creating and sustaining comparative advantages in their product market. Even the most forward-thinking and innovative business strategies are worthless if the firm doesn't have access to the funds to implement them. The class has a strong entrepreneurial focus and is particularly beneficial for those students who one day aspire to either run a company or own their own business.



Alphonse Porcello (EMBA 2005)

Global Head, IT PMO and Application Management
for Novartis Pharmaceuticals



For more testimonials, please visit:
emba.rutgers.edu

Choice Of Three Electives. Participants choose three electives out of a menu of nine. Electives offered in recent years have included Investment Analysis, Advanced Financial Management, Marketing Strategy, Marketing Research, Brand Management, Web Analytics, Supply Chain Environmental Management, Procurement and Global Strategy, and Project Management. The summer program in China counts as an elective, thus bringing the total number of electives to four. Students may obtain a concentration in an area (finance, marketing, or supply chain, for example) by taking all three electives in that particular area. More details are available at Rutgers EMBA Open Houses and at: emba.rutgers.edu

Students may also take one or more electives from the full range of courses offered in any term of the Flex (or full-time) Rutgers MBA program. In addition, students may satisfy up to two elective requirements through independent studies with professors of Rutgers Business School that must be approved in advance by the EMBA program director.

Rutgers EMBA electives are driven by student demand and mimic the constantly changing economic landscape. Therefore, they change every year so please visit: emba.rutgers.edu for curriculum and course update information.

I chose the Rutgers EMBA program after a colleague at Novartis recommended it as a rigorous academic program that delivers great value for the cost. At Rutgers, I knew I would be taught by either full-time faculty or people who had significant experience in their field of study.

I got a great deal out of the program academically and developed an ability to bring financial insights to problems that I was dealing with on a day-to-day basis at work. I work in Information Technology and it's important for me to have a deep insight into financial analysis.

Interacting with a diverse set of peers in the program also made me realize how diversity contributes to the performance of a team. I now know that working with a team of people with various backgrounds is a competitive advantage for me as well as my organization. The best times I had were working together with my study group. We spent a great deal of time studying and helping each other with the material.

Having served aboard a U.S. nuclear attack submarine while in the Navy, I know all about team-building and group dynamics. I found the bonding in Rutgers EMBA was second to none, and I only have fond memories of the program and the visit to China.

I really enjoyed Professor Ivan Brick's advanced finance class. As part of an assignment for that class, I familiarized myself with real options valuation. I've used real option valuation several times at work to estimate the cost/value of breaking a contract. The depth of analysis has surprised people because it comes from an "IT guy."

During the program, I was asked to take on a new role leading the team that procures IT services for my company. I got the job because of skills I developed during the program in financial analysis and negotiations, and they became invaluable tools for me in my new role. In addition to the real skills, there was also an intangible sense of confidence that I now have. My success in the EMBA program has led directly to continued career advancement since graduation.

Powerhouse *Networking*

The amount of networking and bonding that occurs within each class and study group helps lay the foundation for lifelong professional contacts that are established in the program. There are also additional opportunities to network at various alumni events that are held annually.

Each spring, the program hosts an annual Back-to-School Alumni all day event which is held in Bove Auditorium on the Newark Campus and includes breakfast, lunch, and a coffee break.

The morning is comprised of a get-together over breakfast followed by updates on key, "must-know" refresher topics delivered by EMBA professors and sometimes, guest speakers. The event also includes networking opportunities for EMBA alumni to reconnect with each other during the breaks and at lunch.



Rutgers EMBA Golf Outing

There is also an annual golf event that is hosted by Rutgers Executive MBA alumni and current students, and is held at a local golf course. Golf is followed by dinner and networking. Golf classes for first-time golfers can be arranged and there is a dinner only option for those who don't golf.



Rutgers EMBA Back-to-School Alumni Event



For upcoming alumni events, please visit:
emba.rutgers.edu

Robert Braunstein, M.D. (EMBA 1997)

Clinical Professor of Ophthalmology at Columbia University
Chairman, Department of Ophthalmology for Morristown Medical Center

Companies Represented *in the Program*

Participants of the Rutgers Executive MBA Program work for a variety of organizations throughout New Jersey, New York and Pennsylvania that include social service agencies, hospitals, all levels of government and a wide spectrum of both small and large businesses.



Rutgers EMBA's on the floor of the New York Stock Exchange during a networking event

For a complete listing of companies, please go to:
emba.rutgers.edu



For more testimonials, please visit:
emba.rutgers.edu

I entered the Rutgers EMBA program when I was 50 years old, 25 years after graduating from medical school. Not only was I the oldest in the class, I was older than most of my professors. The program's Friday and Saturday class schedule enabled me to continue my clinical practice without significant interruption while I earned an MBA.

During the years I was in the program, medical practices were feeling threatened by the emergence of HMOs. Managed care required changes in the medical economic practice model. As the first year progressed, I realized that I began to truly understand the economic issues confronting medicine. In my second year, I was able to take a course in healthcare economics that was offered as an elective.

The program had other benefits as well. I met weekly with my study group, and it was an invaluable experience because our backgrounds were vastly different. My studying at home during the EMBA program resulted in my becoming more of a role model for my children who were in their final years of high school. The positive influence of my pursuit of additional post-graduate training may have encouraged them to earn their post-graduate degrees.

I have always been involved in academic medicine. Currently, I am clinical professor of ophthalmology at Columbia University. For a number of years I taught a course in healthcare economics to fourth-year medical students and during the past few years, I have taught Value-Based Medicine in the Rutgers Mini-MBA program. None of this would have been possible without the Rutgers EMBA experience.

I return to Rutgers regularly to meet with my former teachers and to sit in on specific lectures. The EMBA experience meant a great deal to me, and it was an immense source of pride that in my fifth decade, I could successfully compete with younger, more technically savvy classmates.

For more testimonials, please visit:
emba.rutgers.edu



Aaron Krause (EMBA 2011)

Engagement Manager, Brand & Commercial Strategy
for IMS Consulting Group

Admissions

Criteria

Admission to the Rutgers EMBA program is highly competitive, and enrollment is limited. Applicants must have a Baccalaureate Degree from an accredited institution and a minimum of 10 years of full-time employment experience.

Each person is considered on the basis of an individual application, admission test scores, transcripts, letters of recommendation, and a personal interview. The criteria for selection include the applicant's potential for success at senior management levels and the ability and motivation to participate in a rigorous and intensive course of study while employed.

Requirements

GRE or GMAT Admissions Tests. Applicants must take the GRE or GMAT and are advised to prepare carefully for the exam. The GRE/GMAT is waived for all applicants with graduate degrees (Masters, Ph.D., etc.) and in cases where an applicant has a significant amount of professional work experience, the GMAT/GRE may be waived at the discretion of the Director. This waiver can be discussed with the Director during the interview.


Interview. Upon receipt of the initial application and résumé, applicants will be invited for an interview with the program director if the basic admission criteria are satisfied.

Other Requirements. The following are to be submitted by the applicant: application for admission, application fee, personal résumé, official copies of all transcripts, and two letters of recommendation. For more information please visit:
emba.rutgers.edu

Completing the Rutgers Executive MBA program has proven to be one of the greatest financial and personal investments that I have made to date. As a graduate of Rutgers University's undergraduate program, I was confident I would receive the same outstanding educational experience during the 20-month EMBA program as I did for my undergraduate degree.

The EMBA program provided me with additional opportunities that I would not have otherwise had. It provided the forum which allowed me to foster relationships with peers, professors and alumni that significantly broadened my professional network, far beyond that of my initial concentration in the healthcare industry. During my very first week-in-residence, a leader from the healthcare industry visited the school as a guest lecturer. After the event, I introduced myself to the speaker and we agreed to exchange contact information and to stay in touch. Fast forward three and half years: I recently accepted an offer from the company where he is employed and though I am not reporting to him directly, he will be serving as my mentor. It is also worth mentioning that this is my third promotion since I graduated from the program. In addition, my base salary has significantly increased and my degree has led to opportunities that have given me far more responsibility. These are examples of the power of the Rutgers EMBA program.

While an undergraduate at Rutgers University, I also had the good fortune of being part of the Scarlet Knights Football team under Coach Greg Schiano. Along with others, it was he who recommended me to Rutgers EMBA. To use football jargon for a moment, choosing to attend the EMBA program was a "game changer" in my life—both personally and professionally. The Rutgers EMBA program has been one of only a handful of tools that I can look back on and credit for the path of success that I now find myself on.



AFFILIATION Rutgers Business School–Newark and New Brunswick is part of Rutgers, The State University of New Jersey. One of the oldest and largest universities in the United States, Rutgers enrolls more than 58,000 students on campuses in Camden, Newark, and New Brunswick/Piscataway, and is a member of the Association of American Universities, the 62 leading research universities in North America. In addition to its own work force, Rutgers' activities and expenditures generate over 10,000 jobs in New Jersey.

For More Information, Phone, Email or Write:

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