



Washington  
University in St. Louis  
OLIN BUSINESS SCHOOL

Executive MBA



*Transforming Individuals  
Who Transform Business*

# Washington University Executive MBA Olin Business School

## Contents

The Olin Advantage	2
Connections	4
Curriculum	6
Return on Investment	8
Admissions	10

## Administration

James T. Little

*Academic Director, Executive MBA Program*

Donald Danforth, Jr. Distinguished Professor of Business  
Olin Business School

Todd R. Zenger

*Academic Director, Executive MBA Program*

Robert and Barbara Frick Professor of Business Strategy  
Olin Business School

Kay Henry

*Associate Dean and Director, Executive MBA Program*  
Olin Business School

# A Tradition of Excellence A Transformational Curriculum



As a business executive, you know the pursuit of leadership is an ongoing, extraordinary path. Doors open for those with exceptional technical knowledge, decision-making abilities and collaboration skills. These leadership qualities are capable of transforming not only individuals but also entire organizations.

## Open Extraordinary Doors

Transform yourself with an integrated curriculum that prepares you for new levels of leadership. The Executive MBA Program at Washington University's Olin Business School equips you with tools and resources to tackle the most complex, unstructured business challenges.

The program addresses key management issues identified by our corporate partners: developing organizational leadership; operating strategically in global and emerging markets; creating a culture of

innovation; and generating sustainable, profitable growth. It's taught by a renowned faculty uniquely qualified to push conventional boundaries and test new methods. And it's enriched by collaboration with seasoned peer professionals from diverse functional backgrounds and industries. The program's intense, interactive curriculum and learning environment equip you with the technical expertise, critical thinking and collaboration skills needed to innovate, motivate and lead.

## Unparalleled Excellence

Be part of a tradition of educational excellence. Washington University's world-class standards and constant drive for insight and innovation set the example for the leaders it shapes. As an Olin Business School Executive MBA graduate, you'll become part of Washington University's vast community and gain access to its robust resources and network.

*"The challenges facing business leaders are intensifying at a rapid pace. Olin's Executive MBA will equip you with tools to tackle the most complex, unstructured business issues, positioning you and your firm to stay ahead of the curve."*

Mahendra Gupta, Dean  
Olin Business School

# What Distinguishes the Washington University Executive MBA?



## Global Business Acumen

Internationally renowned, Washington University's Olin Business School is global in outlook and superbly positioned to succeed in today's world economy. Through our top-ranked Washington University-Fudan University Executive MBA Program, a partnership between the universities' business schools, we have on-the-ground experience operating our own international business. Accreditation by AACSB International ensures the quality of our management education.

## Professional Development Planning

Your leadership development is a systematic, integrated process grounded in the measurement and assessment of management skills; interpersonal, team and leadership competencies; and cultural awareness. It combines theory and repeated application over time. In addition, it involves faculty and peer feedback and coaching.

## Attuned to Key Management Challenges

We asked top executives at 200 leading corporations to tell us about their most difficult and persistent business challenges. We designed our curriculum to address these issues and give you the requisite tools to manage in a complex, unstructured business environment.

- *Growth*: Evaluate how organizations make the best choices on mergers and acquisitions, learn how to foster organic growth, and develop tools that will help your organization generate and sustain profitable growth.
- *Responsible leadership*: Advance your leadership effectiveness while learning how to identify and develop other leaders within your organization. Create resiliency by encouraging the professional development of others through strategic succession planning.
- *Global and emerging markets*: Learn how to manage global issues, including international economics, culture and the geopolitical landscape.

John Bucksath, MBA '07  
 Senior Vice President-Operations,  
 Analytical Bio-Chemistry  
 Laboratories Inc.



■ **Innovation:** Capitalize on opportunities for innovation within your organization while learning how to foster a culture of creativity and growth. Implement innovation throughout your organization.

### The Knight Center: Where Education Means Business

Olin Executive MBA Program participants meet in an environment designed for learning and productivity. Equipped with the latest technology, the Charles F. Knight Executive Education Center on the Washington University campus features a host of amenities, including classrooms, conference and meeting rooms, guest accommodations, dining areas, a pub, a fitness room and a business center. Community and corporate leaders come to the Knight Center to access new business thinking and discuss global management issues with program participants and faculty members.

### Designed for Impact and Convenience

Pursuing an Executive MBA requires a substantial investment of time and energy. Olin delivers an academically challenging, intensive program structured to accommodate the demands of your career and the responsibilities of your personal life.

Both formats feature the same outstanding faculty, curriculum and facilities. A weeklong residency kicks off the program, and a one-and-a-half-week international residency in Shanghai, China, provides global business exposure and interaction with our EMBA-Shanghai Program students and alumni.

#### Choose from two format options:

EMBA Weekend	EMBA Monthly
<p><i>Program Begins:</i> September</p> <p><i>Classes Meet:</i> Every other week, two-day sessions (Friday and Saturday)</p> <p><i>Program Length:</i> 20 months</p>	<p><i>Program Begins:</i> April</p> <p><i>Classes Meet:</i> Once a month, three-day sessions (Thursday, Friday and Saturday)</p> <p><i>Program Length:</i> 20 months</p>

See the back pocket of this brochure for detailed calendars.

*“The program approaches innovation as a core business process, which is relevant since my industry appropriates value from innovation.”*

John Bucksath, MBA '07

# Collaborative Learning Driving Innovation and Application



## A Distinguished and Accessible Faculty

Our faculty members are distinguished, top-tier educators and researchers and influential business professionals. A select group teaches in the Executive MBA Programs in St. Louis and Shanghai. Gifted in research and passionate about teaching, our faculty members create an interactive learning environment and push you to the next strategic level by:

- Sharing insights and setting the framework for learning.
- Examining participants' personal and professional experiences.
- Teaching in a manner that makes connections obvious.
- Integrating content that answers fundamental leadership questions.

## A Cohort of Professional Peers

As a student in Olin's Executive MBA Program, you share insight and experiences with others at the top of their game – accomplished executives with an intense desire to learn and succeed. A typical Executive MBA class comprises 50 students who:

- Represent Fortune 500 companies, small businesses, private firms and nonprofit agencies.
- Average more than 12 years of professional work experience.
- Possess strong academic credentials – about 30 percent hold advanced degrees.
- Come from widely diverse functional backgrounds, industries and geographic areas.
- Enhance your network locally, nationally and globally.

James McGregor, MBA '07  
Enterprise Architect, Emerson



This diversity makes for insightful, stimulating discussion and debate as well as for outstanding corporate connections and friendships. You'll work collaboratively with the same classmates (your cohort) for the duration of the program. Members of your study team will be a sounding board for new ideas and a personal coaching system to deepen your content knowledge.

Together, you'll:

- Stimulate discovery and enrich your self-knowledge.
- Conduct leadership exercises to accomplish specific tasks.

In this engaging educational arena, you'll shape your own learning and derive knowledge that has immediate application to your organization.

### Access Our Global Network

A powerful and unique connection develops between faculty and program participants. You'll become vested in each other's achievement, personally and professionally.

The cohort-learning model drives communication and interaction among Executive MBA Program participants, compelling them to become involved in one another's lives and success long after they complete the program. The relationships you establish make it possible for you to call on colleagues years down the road. The larger community of Washington University alumni (more than 111,000 worldwide, with 15,000 from Olin Business School) gives your professional network global reach.

### Continue Learning and Collaborating

Commit to ongoing professional development by participating in learning opportunities outside the Olin Executive MBA Program. Alumni are welcome at numerous educational and social events, such as Olin Partners' Program open-enrollment seminars and Century Club Breakfasts with leaders from major Fortune 500 corporations.

*"My Executive MBA enables me to strategize effective solutions to tough situations."*

James McGregor, MBA '07

# Elements of Your Transformation

Both breakthrough and continuous improvement are managerial objectives necessitated by increased competition, new technologies, and social and political factors. Leaders require the competence to determine what to do and the execution skills to get it done.

## Gain Knowledge Through Interaction

Interaction with highly accomplished and diverse peers enhances understanding and perspective. As you engage with your classmates, you draw from one another's experiences – making connections that expand your collective knowledge.

- Learn skills, techniques, and principles of influence and power.
- Develop strategic understanding of the functional areas of business.
- Stimulate discovery and enrich your self-knowledge.

## Drive Insight Through Action

Whether learning to manage across cultures through negotiation, practicing change management or generating ideas for innovation, Olin Executive MBA Program participants work in teams. In a supportive, collaborative environment – the equivalent of a business laboratory – you'll:

- Test new approaches.
- Step back to observe the effects of your actions.
- Interpret and reflect on what you've observed.
- Apply your knowledge to new circumstances.

## Expand Perspective Through Experience

Residencies are integral to the Olin Executive MBA experience. The group learning prevalent throughout the program is inherent in our required domestic and international residencies. These residencies broaden your perceptions, increase your understanding of how business is conducted in different environments and provide expanded interaction with your entire class.

*“Faculty members are tops in their field, innovative in thought and actively engaged in the classroom.”*

Sara Wade, MBA '07

Sara Wade, MBA '07  
Vice President-Compensation  
& Employee Services,  
Peabody Energy Corp.



# KEY PROCESSES FOR EFFECTING CHANGE

## YEAR ONE

### General Management Perspective

#### Opening Residency

During a week dedicated to program orientation, you'll be introduced to business functions within the strategic framework of a senior manager and begin working with your study group. You'll engage in self-assessment and set goals for your professional growth. This learning module emphasizes business strategy, team dynamics, professional development planning, and management and communication skills.

#### Developing the General Management Perspective

In the first year, you'll immerse yourself in fundamental business functions and processes. You'll build on concepts introduced during the opening residency and explore the synergies and complexities of finance, accounting, marketing and operations. You'll develop critical-thinking, analytic, quantitative, negotiation and problem-solving abilities. Case studies, skill-building exercises and assignments encourage immediate application of management theory to your workplace challenges.

## YEAR TWO

### Strategic Management Challenges

#### Developing Strategic Vision

In the second year, you'll be immersed in the challenges that drive growth and reshape industries. Courses are taught by cross-functional faculty teams and address:

*Leadership* – both technical competence and the capacity to achieve objectives through and with people.

*Innovation And Creativity* – a core business process associated with organizational survival and growth; the evolution of knowledge creation, testing and implementation.

*Sustainable, Profitable Growth* – strategies to optimize mergers and acquisitions and to foster robust organic growth.

*Global And Emerging Markets* – growth opportunities and competitive threats affected by events and innovations outside traditional home markets.

#### International Residency

The global theme that encompasses the Shanghai residency involves coursework with participants in our EMBA-Shanghai Program as well as examination of global economic trends, intercultural negotiation and the international supply chain.

In Shanghai, you'll:

- Benefit from interaction with China's management talent, who bring new perspectives to selling and manufacturing in global environments.
- Work in teams to explore your differences and commonalities.
- Derive insight into how to lead and manage effectively in emerging markets.

You'll reconnect with participants in Olin's EMBA-Shanghai Program for two weeks in St. Louis as they complete their coursework at the Knight Center. Upon graduation, you'll become part of a rich international network that spans the globe.

Y E A R O N E

Y E A R T W O

## ONGOING

### Professional Development Planning (PDP)

#### Game Plan for Personal and Professional Development

##### ASSESSMENT AND DEVELOPMENT PLANNING: WORK TOWARD YOUR GOALS

Using tools in our proprietary online assessment center, you'll benchmark yourself against your peers, building self-awareness and identifying gaps in development. Mentored by faculty in courses and workshops, you'll:

- Enhance your ability to influence, evaluate and lead.
- Envision your future; find direction and a greater sense of purpose.

- Assess the ways you operate, coach and affect your teams.
- Set development goals and create an action plan toward personal and professional transformation.

##### EXECUTION AND SKILLS: MONITOR YOUR PROGRESS

Ongoing progress checking is an intrinsic part of the program. Work in tandem with your peers and address the needs of the group while building your own career success.

- Interact with others to reinforce your own goals and expectations.
- Engage in a series of skill-building workshops to hone your interpersonal, communication and leadership abilities.
- Offer and receive constructive feedback to gain broader perspective and insight.

This process of self-assessment and development planning provides a framework for continued improvement throughout your career as well as the careers of those you supervise, mentor and coach. As you transform yourself, you'll help transform your peers, co-workers and organization.

O N G O I N G

# Developing Leaders for the Growth and Profitability of Your Business



## Benefits to Sponsoring Organizations

Developing leadership advances the performance of any organization. The Olin Executive MBA Program enhances your value as a company resource, building management and leadership skills that increase your effectiveness. Almost immediately, you'll be able to apply these newfound capabilities to:

- Improve productivity.
- Enhance performance.
- Increase profitability.
- Assess and manage risk.
- Evaluate and seize new opportunities.
- Identify and develop the talent of others within your organization.

Organizations of all sizes, from family-owned firms to Fortune 500 corporations to biotech startups to manufacturing operations, have sponsored students in the Olin Executive MBA Program. More than half of our participants receive full financial sponsorship. Sponsoring organizations benefit from a return on investment – both immediately and in the future – as successful students drive growth and organizational effectiveness and provide new levels of leadership.

A representative from your organization is encouraged to contact us directly with questions about leadership development, succession planning or sponsorship. Our Executive Education staff will offer advice on maximizing the return on investment and retaining high-potential executives.

*“Our curriculum is driven by the ‘big’ issues: innovation and sustainable competitive advantage, disruptive technologies and risk management in complex value chains.”*

Professor Panos Kouvelis



Panos Kouvelis  
*Emerson Distinguished  
Professor of Operations  
& Manufacturing Management,  
Director of The Boeing Center  
for Technology, Information  
& Manufacturing*

# Are You Ready for Transformation?



As an applicant for our program, you should have significant professional experience and demonstrated career progression. In your application and/or interview, you must show that you possess the academic ability and motivation to succeed as well as the ability to work as part of a team. If you wish to include your GMAT or GRE score in your application, you are welcome to do so; however, an exam is not a requirement for admission.

Admission is competitive. Successful applicants typically have at least 10 years of managerial or professional experience. Other characteristics of successful participants include:

- A strong desire to learn the skills and techniques of more effective leadership.
- The drive to effect positive change and growth in their organizations.
- A passion for knowledge and excellence.

## Tuition and Financial Aid

Please consult the insert in the back pocket of this brochure or our Web site at [www.olin.wustl.edu/emba](http://www.olin.wustl.edu/emba) for current tuition information.

Lodging at the Knight Center for the St. Louis residencies, meals, textbooks, study materials and on-campus parking are included in the tuition.

Many participants receive full or partial financial support from their organizations, but this is not a requirement for admission. Student loans are available for those participants who do not receive full financial support. For additional information or a personal financial needs analysis, contact the Financial Aid office at 314-935-6610.



Rebecca Boyer, MBA '07  
Vice President &  
Chief Financial Officer,  
Kelly Mitchell Group Inc.

### Sponsorship and Recommendation Letters

We require one letter of sponsorship and two letters of recommendation, submitted to the Executive MBA Admissions Committee. Your sponsorship letter must be written by a decision maker in your organization and should describe his or her understanding of the time commitment required by your enrollment and, if applicable, your organization's agreement for financial support. If you are self-employed, please provide a statement of self-sponsorship.

At least one of the two letters of recommendation should be written by a senior-level person in your organization or by your immediate supervisor. Recommendations should address your professional achievement; potential for future managerial success; capacity to handle graduate business education; and personal qualities such as motivation, integrity and leadership ability.

### Application Process

Applications may be submitted online or by hard copy. You may download the application, sample sponsorship letter and transcript request form at [www.olin.wustl.edu/emba](http://www.olin.wustl.edu/emba). Use the following steps to complete your application:

1. Submit your finished application online at [www.olin.wustl.edu/emba](http://www.olin.wustl.edu/emba).
2. Request that the appropriate institutions and individuals submit:
  - Official transcripts from all previous undergraduate and graduate work.
  - Letters of recommendation and sponsorship addressed to Admissions Committee, Executive MBA Program Office.
  - GMAT or GRE score, only if desired (GMAT code 6923 or GRE code R6929).

3. Submit your \$100 nonrefundable application fee.
4. Once all supporting documentation has been received, you'll be asked to interview with an Executive MBA admissions officer.

### Address and Contact Information

Hard-copy applications, recommendation and sponsorship letters, and official transcripts (mailed directly from the appropriate institutions) should be sent to:

Olin Business School  
Executive MBA Program  
Washington University in St. Louis  
Campus Box 1158  
One Brookings Drive  
St. Louis, MO 63130-4899

*“My classmates were professionals from diverse industries whose observations, experience and insights greatly enhanced the EMBA Program experience.”*

Rebecca Boyer, MBA '07



### Lead With Confidence

Our Executive MBA Program provides you with instantly applicable skills and understanding that make you a better decision maker. As you proceed through the program – strengthening core competencies, sharpening your critical thinking, and honing your team and communication skills – you lead with new confidence.

You'll continually test newfound perspective, skills and competencies in your own organization as you analyze challenges and develop and implement innovative solutions.

Your successes advance business performance and profitability and help shape organizational strategies for future growth.

Transformed by your Executive MBA experience and guided by your integrity and passion for leadership, you and other graduates become extraordinary catalysts for change in the global business environment.

### Contact us:

Olin Business School  
Executive MBA Program  
Washington University in St. Louis  
Campus Box 1158  
One Brookings Drive  
St. Louis, MO 63130-4899  
Phone: 314-935-9009  
Toll-free: 888-273-6820  
Fax: 314-935-7161  
[www.olin.wustl.edu/EMBA](http://www.olin.wustl.edu/EMBA)  
[EMBA@wustl.edu](mailto:EMBA@wustl.edu)

*“We empower our graduates to meet the intense business challenges of growth, globalization and leadership, both now and in the future.”*

Professor James T. Little





Washington  
University in St. Louis

OLIN BUSINESS SCHOOL

*Creating knowledge...Inspiring individuals...Transforming business.*

Olin Business School  
Executive MBA Program  
Washington University in St. Louis  
Campus Box 1158  
One Brookings Drive  
St. Louis, MO 63130-4899

Phone: 314-935-9009  
Toll-free: 888-273-6820  
[www.olin.wustl.edu/EMBA](http://www.olin.wustl.edu/EMBA)  
[EMBA@wustl.edu](mailto:EMBA@wustl.edu)