



two decades of excellence



SAN DIEGO STATE  
UNIVERSITY

**MBA for Executives Program**  
College of Business Administration



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Dear Prospective EMBA Student,

Congratulations on your decision to further your education! We hope that San Diego State University's MBA for Executives program (EMBA) will provide you with the experience and resources you seek.

As a student, you will join a powerful network of over 40,000 business alums around the world. The EMBA program alone has a network of over 450 alums.

Some distinctions which set our college apart from others are:

- SDSU ranks among the top by *U.S. News and World Report* for International Business (IB) and Entrepreneurship;
  - The Corporate Governance Institute provides training and education on corporate governance in conjunction with the San Diego Corporate Directors Forum; and
- SDSU's Center for International Business Education and Research (CIBER) is one of the first in the U.S. and among only 31 centers nationwide.

As we continue to grow our international business, entrepreneurship, and accounting/governance departments, our goal is to become the world's best business school at training global leaders. By emphasizing our global focus, we are able to better prepare you for the challenges of the competitive marketplace.

In order to fulfill this mission, we have hired new faculty members, allowing us to bring in unique talent while leveraging our current knowledge base and rankings the school has already obtained.

In 1990, SDSU welcomed our first EMBA class. In this brochure, we are highlighting two decades of excellence in training San Diego's best and brightest business leaders.

Uniquely situated on the border with Mexico and the Pacific Rim, our college will continue to play a pivotal role in preparing students for the global marketplace. Thank you for taking the time to read through this brochure to better acquaint yourself with the exciting things happening at San Diego State University, and in our MBA for Executives program.

Sincerely,

A handwritten signature in black ink that reads "Gail K. Naughton". The signature is written in a cursive, flowing style.

Gail K. Naughton, Ph.D.  
Dean

unparalleled group-learning experience  
... learn as much from each other as  
you do from the faculty.



## THE COHORT EXPERIENCE

### TEAM BASED LEARNING

When you join the EMBA program, you join a select cohort of experienced entrepreneurs, professionals and managers who aspire to roles of greater responsibility in their organizations, and seek additional knowledge to reach their goals. Your classmates will come from all facets of the business world and with different academic backgrounds.

As an EMBA candidate, you will enjoy an unparalleled group-learning experience. You will learn as much from each other as you do from the faculty, both during class meetings and in your study groups. The cohort experience provides camaraderie, continuity and mutual support throughout the program and helps you develop a rich network of professional ties and corporate contacts that will remain long after you graduate.



“The EMBA program has provided me an extraordinary opportunity for personal and professional development. For me, as a daily contributor to high performance work teams, within a technology centric enterprise, edu-

catinal and professional growth is imperative. Equally crucial to reaching my goals, the program format in the EMBA program supports me in maintaining that vital balance of professional consistency and the personal rewards of family relationships. The EMBA administrators, facilitators and professors have taken great strides to provide a curriculum that challenges, enlightens and supports students as they achieve success.”

Eva Valdez  
EMBA XVII

# BENEFITS OF AN “EVERY OTHER WEEKEND” SCHEDULE

EMBA courses are scheduled to make the most efficient use of your time. Classes meet from 8:00 am to 5:00 pm every other Friday and Saturday for approximately 21 months. Executives with demanding work schedules find this format more efficient and effective than weekly evening classes. This concentrated schedule gives you ample time to work with faculty and fellow classmates, and provides you with the flexibility necessary to meet your other professional and personal commitments. You will be taking two courses at a time: one meets in the morning and the other in the afternoon on both Friday and Saturday.

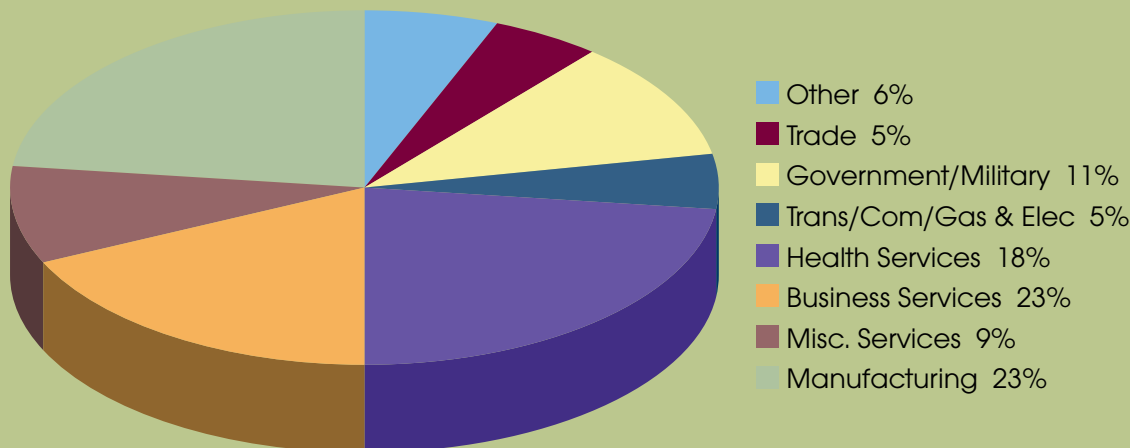
As you would expect, the EMBA program requires full participation in both class attendance and assigned work. Therefore, you will want to secure the support of your employer, your family, and the other important people in your life. You must be able to meet the program’s demands for preparation and outside work, as well. The average student workload outside of class sessions is 15 to 20 hours per week, some of which is spent with your study group.

### Current Statistics (EMBA XVII and EMBA XVIII combined)

Average Age . . . . .	39
Average Years of Full-Time Work Experience . . . . .	15.3
Average Years of Management Experience . . . . .	8.5
Percentage Holding Advanced Degrees . . . . .	28%
Male Female Ratio . . . . .	72%, 28%
Average Undergraduate GPA . . . . .	3.14
Average Graduate GPA . . . . .	3.62

STUDENT PROFILES

Industries of students





**JAMES R. BEATTY**

Dr. Beatty is a professor of Information and Decision Systems, an adjunct professor of Management, and coordinator of Quantitative Methods in the College of Business Administration. He has received the Outstanding Faculty Member award at SDSU and the Outstanding EMBA Faculty Award four times. Additionally, he has over 100 publications, textbooks and papers and is solicited as a consultant for firms regularly.

Ph.D., University of Northern Colorado

**GEORGE E. BELCH**

Dr. Belch is a professor and Chair of the Department of Marketing. He is the co-author, along with his brother Michael, of *An Introduction to Advertising and Promotion: An Integrated Marketing Communications Perspective*, now in its seventh edition, which is the leading text in the field and is used in business schools throughout the world. He has been selected as Marketing Educator of the Year and has published more than 25 articles in leading academic journals.

Ph.D., University of California, Los Angeles

**RICHARD BROOKS**

Professor Brooks is the Director of the Centre for Integrated Marketing Communication, Co-director of the Entrepreneurial Management Center, and is a professor of Marketing. He brings years of marketing experience to the academic setting, has served as the Executive Vice President and General Manager of McCann-Erickson, San Diego. In this role, he managed accounts for Bumble Bee Seafood, Daiwa Sports Equipment, PSA Airline, The Zoological Society of San Diego, San Diego Trust and Savings Bank, and WD-40 Company.

MBA, San Diego State University

**SANFORD B. EHRLICH**

Dr. Ehrlich is the director of SDSU's Entrepreneurial Management Center and his teaching and research interests include leadership and teamwork, the management of technology-based companies, entrepreneurship and organizational design. He has received an Outstanding Faculty Award from the Mortar Board Chapter at SDSU and has published papers in several well-known academic journals.

Ph.D., State University of New York at Buffalo

**DON JUNG**

Dr. Jung is a professor of Management and his areas of expertise include Strategic Leadership and Innovation, Multinational and World-Class Organization, Team Dynamics and International Negotiations. He is listed in the *Marquis Who's Who in Business Higher Education* and received the Ascendant Scholar Award from the Western Academy of Management in 2004. Additionally, his articles have been published in many top-tier scholarly journals.

Ph.D., State University of New York

**MICHAEL A. KARTALJA**

Dr. Kartalja is a professor of marketing at SDSU and has presented seminars in marketing and integrated marketing communications around the world. He is the author or co-author of more than 40 articles in academic journals in the areas of advertising and consumer behavior. He and his brother, George, have written the text *An Introduction to Advertising and Promotion: An Integrated Marketing Communications Perspective*—the number one text in advertising and promotion worldwide.

Ph.D., University of Pittsburgh

**ALEX F. DE NOBLE**

Dr. De Noble is a professor of management and entrepreneurship and is Director of the Entrepreneurship Academic Program, Director of the Venture Challenge International Student Business Plan Competition and Project Director / Alternate Board Member for the Center for the Commercialization of Advanced Technology (CCAT). His research interests include technology commercialization, entrepreneurial self-efficacy, business plan development and entrepreneur-investor relationships. He has published several articles in these fields.

Ph.D., Virginia Tech

# TWO DECADES OF EXCELLENCE

## FRANK RYAN

Frank Ryan is an adjunct professor in finance at SDSU and teaches The Global Financial Environment course in the EMBA program. Frank worked for Eastman Kodak in corporate financial planning for its international business. His research interests focus on financial asset pricing using intraday data. He consults with local firms providing forecasting advice for predicting corporate performance and for modeling large stock price changes.

MS, University of Pennsylvania  
MBA, Washington University in St. Louis

## GANGARAM SINGH

Dr. Singh is a professor and Chair of the Management Department, as well as the Director for the Center for International Business Education and Research at SDSU. He has published more than 50 articles in highly respected academic and practitioner journals and in recognition of his excellence, he has received funds for his research from the Department of Labor, the Barber Fund (Wayne State University), and the Taiwan Cost Management Institute.

Ph.D., University of Toronto

## NIKHIL VARAIYA

Dr. Varaiya is a professor of finance and Chair of both the Finance Department and EMBA's Executive Committee. He has been the recipient of the Outstanding EMBA Faculty Award on numerous occasions and also was a recipient of the Alumni Association Award for Outstanding Faculty contributions to SDSU. His articles focus on mergers and acquisitions, valuation and strategic management, and have appeared in several leading journals.

Ph.D., University of Washington, Seattle



*John Grimaldi leads EMBA XVII students on a tour of the Calimax facility during their trip to Tijuana, Mexico.*

relevant and useful in my professional development. I particularly enjoyed the trip to China and Thailand which complemented the international economics portion of the program. But personally, the best part of the program was the interaction with the other students and faculty.”

“EMBA has provided me with skills necessary to contribute more to the success of my company. As the Director of Logistics for Calimax in Tijuana, I found the international portion of the program to be particularly

John Grimaldi  
EMBA XVI

FACULTY

# INTRODUCING NEW EMBA FACULTY

**PAUL GRAF, ESQ.**  
**ASSISTANT PROFESSOR,**  
**FINANCE**

With a background as a Senior Vice President and General Counsel for GE Capital Business Asset Funding Corporation in Seattle, Professor Graf assimilated easily to the EMBA classroom with years of executive-level experience under his belt.



Professor Graf's research interests are focused on corporate governance issues. He recently completed manuscripts which challenge the current status of director liability after the Disney decision, and the value of "collegial" director evaluations. His future research will include corporate record keeping practices and private equity governance.

Professor Graf is particularly excited about his new governance simulation which was unveiled for the EMBA 16 Corporate Governance class. He hopes that it will instill an appreciation for the complexity and challenges of governance in the context of a hostile takeover. Professor Graf is also working on a paper entitled "Negotiating by the Numbers," which will offer advice on bringing greater efficiencies to the negotiating process. Professor Graf teaches Negotiations, The Legal Environment of Business, and Corporate Governance.

J.D., Northwestern University School of Law

**LORI RYAN, PH.D.**  
**ASSOCIATE PROFESSOR,**  
**MANAGEMENT**

As Director of SDSU's Corporate Governance Institute, Dr. Lori Ryan has just named a new board of advisors that includes leading members of the U.S. corporate governance community, and coordinates an international network of CGI corporate-governance scholars. Her most recent research emphasizes cross-cultural approaches to corporate governance, with a particular emphasis on Canada, South Africa, and Brazil.



Dr. Ryan has traveled worldwide to speak about corporate governance and business ethics. She was invited to Melbourne, Australia, in 2004 to report on Corporate Governance and Business

Ethics in North America, and in 2006 gave talks on current trends in corporate governance at Loyola University in New Orleans and at the "Business Ethics in the Corporate Governance Era" conference in Seattle. Ryan also led a corporate governance workshop in Mérida, Mexico, in 2006, and will lead another in Florence, Italy, in 2007.

Dr. Ryan is Associate Editor for Corporate Governance of Business & Society, and is on the editorial boards of Academy of Management Review and Business Ethics Quarterly. She is also President of the International Association for Business and Society, and has been selected to co-teach Corporate Governance and Business Ethics for EMBA.

Ph.D., University of Washington

**MARTHA DORAN, PH.D.**  
**ASSOCIATE PROFESSOR,**  
**ACCOUNTING**

Dr. Doran is developing The Center for Accounting in the Public Interest (CAPI), dedicated to serving the public interest as an honest broker for the whole truth, by facilitating informed financial dialogues, improving financial literacy, ethical literacy and fraud awareness. CAPI was established in 2006 and received its first grant from the SDSU President's Leadership Fund. The Center's educational outreach includes plans for student teams to work with business and community leaders, on-line or blended courses and workshops in Accountability, with plans to explore offering a cross-disciplinary degree in Accountability, and to provide online resources and communication through the website.



Dr. Doran is also one of the leaders of the School of Accountancy's Curriculum Mapping Project, MACRO (Mapping the Accounting Curriculum to Re-envision Opportunities). Her work includes developing an accounting program designed to integrate competencies and skills in the context of accounting content so that the student learning outcomes are grounded in theory, application and current best practices. She teaches Executive Financial Accounting in the EMBA program.

Ph.D., Arizona State University



SDSU EMBA students, alumni and staff at Wat Phra Keow in Thailand

## ASIA

In the summer of 2006, a group of EMBA students, faculty and alumni participated in an optional trip to Asia to gain a better understanding of the challenges of the global marketplace in Beijing, China and Bangkok, Thailand. They spent four days in both China and Thailand, learning about the culture and returning with a heightened understanding of the world market, as well as memories and relationships that will last a lifetime.

## TIJUANA

Each summer, students travel to Tijuana, Mexico, for a weekend of touring the maquiladoras and learning about the practices and operations in the plants that play such an integral role in the U.S. economy. A visit to the cultural center includes a presentation on the economic, social, historical and political aspects of the region. Students are given the opportunity to speak with community business leaders from a variety of industries including manufacturing, medical and housing development.

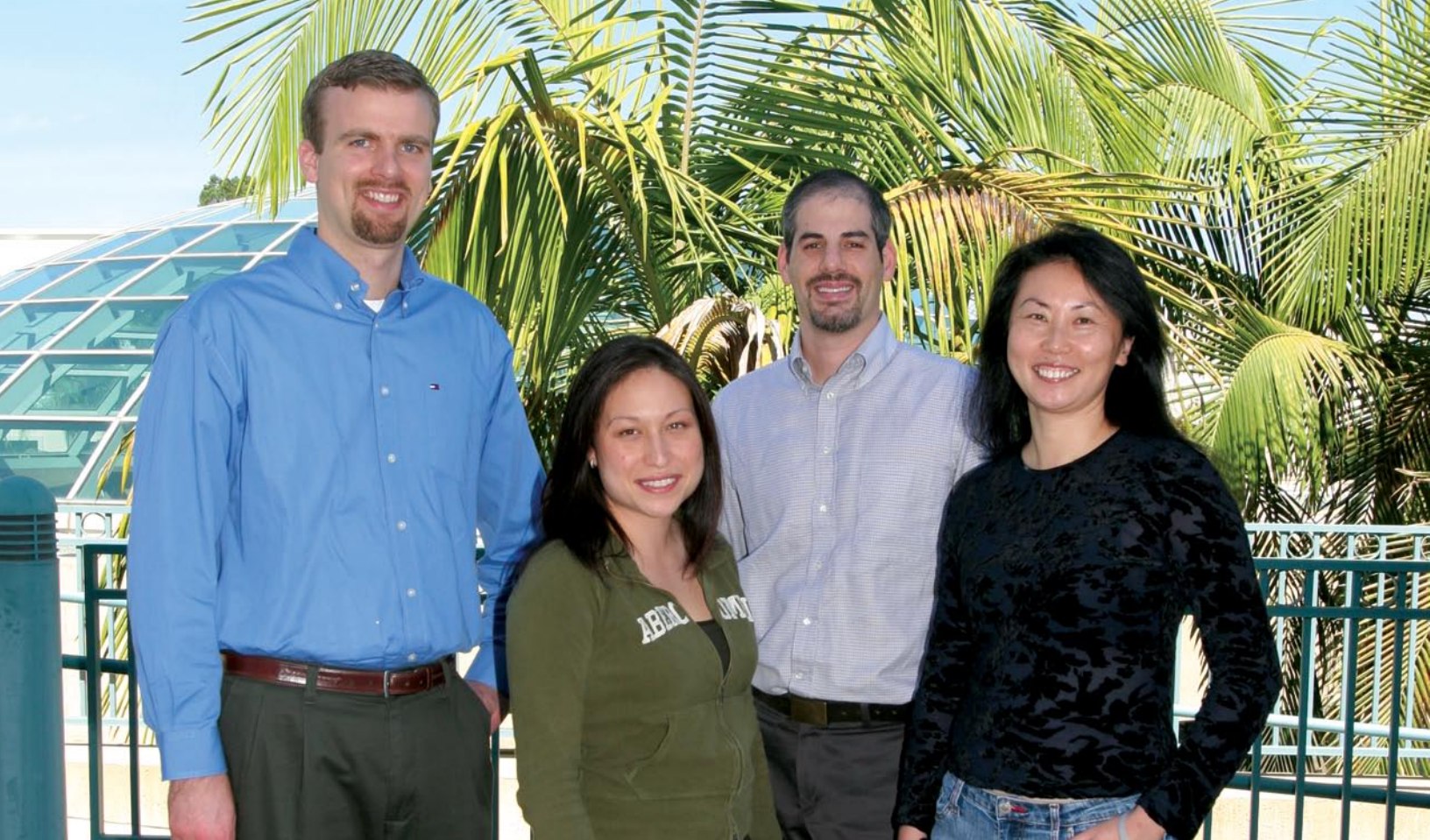


After spending their first day visiting Thai businesses, such as CRP Jewelry and The Manager Group, students spent their second day in Thailand visiting sites such as The Grand Palace, Wat Phra Keow.



EMBA XVI students attend a presentation at Centro Cultural Tijuana. Photo by CrossborderTours.com

EMBA GLOBAL IMPACT



*EMBA XVII Students: Hugo Swart, Chiaren Cushing, Gianluca Roma and Jin Guo*

### **ALUMNI WEBSITE**

Upon your graduation from the program, you will become a member of SDSU's Executive MBA alumni network of almost 500 and join the ranks of more than 130,000 SDSU graduates. Several alumni events are held throughout the year including our annual golf tournament and holiday party. In order to keep you informed of program updates and events, we have created the EMBA alumni website. Not only does the website allow graduates to remain up-to-date on alumni events, it serves as a resource to allow current students to access alumni profiles and contact them through this web-based initiative. Additionally, alumni will be able to keep in contact with one another, further strengthening the network.

### **LIFELONG LEARNING**

We believe one of the keys to success is lifelong learning. With the rapid changes in the workplace, it is essential to remain updated on current business trends throughout the year. To help you stay at the top of your game, we are now encouraging EMBA graduates to return to our academic setting for refresher courses or to enroll in classes that were not previously offered.

EMBA alumni will be allowed to take up to two courses per year for a nominal fee. This fee covers books, materials, handouts, and lunch with current EMBA students. To read about future course offerings, please visit our website at <http://www.sdsu.edu/emba>.



*Distinguished guest speaker Irwin Jacobs speaks to the EMBA XVI students*

Another dynamic component of our program is the “Executive Speakers Series.” The series features guests from all over the world that our faculty welcome to our academic setting each year. These distinguished individuals include executives, as well as top faculty from other institutions. The perspectives that these leaders bring, and the interchange of ideas that occurs, add an interesting dimension to your EMBA education.

Guest speakers from previous years have included:

- Kent Baker, Division Counsel, Qualcomm Inc.
- Giles Bateman, Director/Investor, Beverages & More, Think Outside, Inc., Skydesk Inc.
- Anthony Broad, Director, International Finance, Invitrogen
- Michael Cunningham, Founder, President and CEO, Cunningham Graphics International (CGII)
- Mary Curran, Market President, Union Bank of California
- Harry Gruber, CEO, Kintera, Inc.
- Garry Hall, Rear Admiral, United States Navy
- Irwin Jacobs, Founder, Qualcomm Inc.
- Leonard Lavin, Founder & Chairman Emeritus, Alberto-Culver Company
- Yann Risz, Founding Partner & COO, The Next Practice
- Ralph Rubio, Founder & CEO, Rubios Fresh Mexican Grill
- Lyle Turner, Founder, Invitrogen Corporation

For a complete list of distinguished guest speakers, please visit our website.

## DISTINGUISHED GUEST SPEAKERS



## COURSE DESCRIPTIONS

### **Management of Organizations & Human Resources**

This course is a hands-on approach for the role of the manager in designing an effective organization. Using two application papers and a major group project, students develop a heightened awareness of the interaction among organization strategy, structure (and dynamic capability), and process (human resource management).

### **Statistics for Business Decisions**

The course provides an introduction to quantitative methods for decision-making in business, by focusing on applied problem-solving and decision-making through the use of data collection and statistical analysis. Topics include the application of statistical procedures in management, concepts of quality management and statistical process control.

### **Executive Financial Accounting**

In this course, students master the ability to draft, interpret and analyze financial statements using cases and today's business headlines. Students also will explore and critique key issues of corporate accountability (internal controls, codes of ethics and fraud awareness), in the context of Sarbanes-Oxley legislation.

### **Executive Managerial Accounting**

In this course, students learn to use accounting information for internal decision-making purposes, like cost management. The focus will be on obtaining and using financial and other information to make better day-to-day managerial decisions. Topics include: cost measurement, capacity management, activity-based costing and activity-based management.

### **Managerial Marketing**

This course examines the marketing function in organizations, focusing on the managerial activities of marketing, including planning, implementation, and control of the organization's marketing program. Topics include market analysis, consumer behavior, product planning, pricing, promotion, distribution, and international marketing.

### **Strategic Financial Management**

The course explores the nature of the corporate finance function, provides a shareholder value-based framework for financial decision-making, and examines the balance between finance, marketing and operating decisions. A case study approach is used to explore topics including financial analysis and planning; capital structure; and capital budgeting decisions.

### **Competitive Analysis**

This course provides a framework for competitive analysis of unregulated product markets in the domestic and global economy. This framework will address the following three questions: (i) What are the competitive "forces" in such product markets? (ii) What impact do these forces have on the economic profits, rates of return, and relative market shares of the business firms that operate in these markets? and (iii) How should a firm "deal" with these forces so as to enhance its long run economic profitability?

### **Business in the Global Environment**

This course explores influences in business operations resulting from cross-cultural dynamics including communication, negotiation, and leadership. The course examines international human resource management issues, and provides a context for identification, evaluation,

and resolution of cross-cultural management challenges. A field-study trip to visit Tijuana-based maquiladoras is an integral part of this course.

### **Executive Entrepreneurship**

The course examines the entrepreneurial approach to business by exploring concepts, theories, and techniques for organizing and managing an entrepreneurial venture. Students will examine the complexities of starting and managing growth-oriented ventures, and discuss sources of financing and accessing equity capital. Participants are provided with opportunities to evaluate various entrepreneurial business situations.

### **The Legal Environment of Business**

The course examines the legal environment in which business is transacted. Topics include: law and the legal system; government regulation; contracts; product liability; forms of business organizations; employment discrimination; environmental law; and business ethics and corporate social responsibility.

### **The Ethical Environment of Business**

The course examines how the manager deals in a socially responsible and ethical manner with internal and external constituencies. Students will be provided with the opportunity to evaluate corporate responsibility along ethical, legal, and economic criteria, and will learn how to improve social responsiveness.

### **Strategic Management**

The course highlights the analysis and solutions of managerial problems from the viewpoint of top managers and, thus, challenges the students to adopt a long-term and multifunctional perspective of organizations and their environment. To achieve this objective, the course is designed as a mixture of lectures, case-analyses, video clips, and in-depth discussions.

### **Marketing Strategy**

This course focuses on the development, implementation, and evaluation of marketing strategy and planning in organizations. Topics include: The role of marketing planning; contributions and implications of marketing to corporate strategy; external and internal analyses; strategic planning tools; competitive analysis and advantages; and growth strategies.

### **Seminar in Executive Negotiations**

The course challenges students to refine their negotiating techniques and to expand their negotiating skills to include competitive, as well as integrative styles. Students will engage in diverse simulations which are designed to bring negotiating principles to life.



### **The Global Financial Environment**

The course develops an understanding of the world economy and illustrates the impact of the financial environment on the decision-making processes of business managers. How corporations respond to changing economic forces and/or historical governmental policies is also examined.

### **Executive Leadership**

The course examines theoretical and empirical literature pertaining to the study and assessment of leadership skills and, more specifically, looks at the role of leaders in forging new strategic directions, implementing and managing change, motivating a diverse workforce, and competing in a global economy. It establishes a non-threatening environment in which students examine their own leadership capabilities, receive feedback from others, and develop action plans for improvement.

### **Contemporary Challenges of Leaders: Variable Topics**

The course examines the challenges facing managers of organizations in modern society: Current topics include New Product Innovation, Corporate Governance, and incorporating Sarbanes Oxley rules and regulations into current accounting practices.

### **Directed Readings – Capstone Course**

The capstone course develops an integrative Entrepreneurial Value Based Management Framework comprising three key drivers: market opportunity, competitive position, and deal structure. These three drivers interact to create value for founders and investors in a venture and the success of the venture depends on the degree of fit between these key drivers. The class lectures and case analyses are designed to deepen the understanding of this and the course uses a simulation that provides an opportunity to implement this framework.



## READY TO APPLY?

The first step in applying to the program is to attend one of our information sessions, held at various times during the spring and fall. At these presentations, you will have the opportunity to learn about the program and acquaint yourself with the format and courses offered. Additionally, you will gain a better understanding of the commitment necessary to be successful from current students, as well as alumni. Our website provides answers to many of the questions you may have, as well as general information about the program. If you still have questions, please call our offices to speak to a helpful staff member.

## APPLICATION REQUIREMENTS

Successful applicants will generally possess 8-10 years of professional work experience and will have held an executive or management level position for more than four years. Others will have had successful careers in professions such as medicine or law. In evaluating your application, the Admissions Committee will consider the following areas:

### Professional Experience

- Length, breadth, depth of your work experience, potential for advancement and support of your employing organization

### Academic Qualifications

- A baccalaureate degree from an accredited institution, previous graduate-level work (when applicable) and GMAT examination, if required

### Additional Criteria

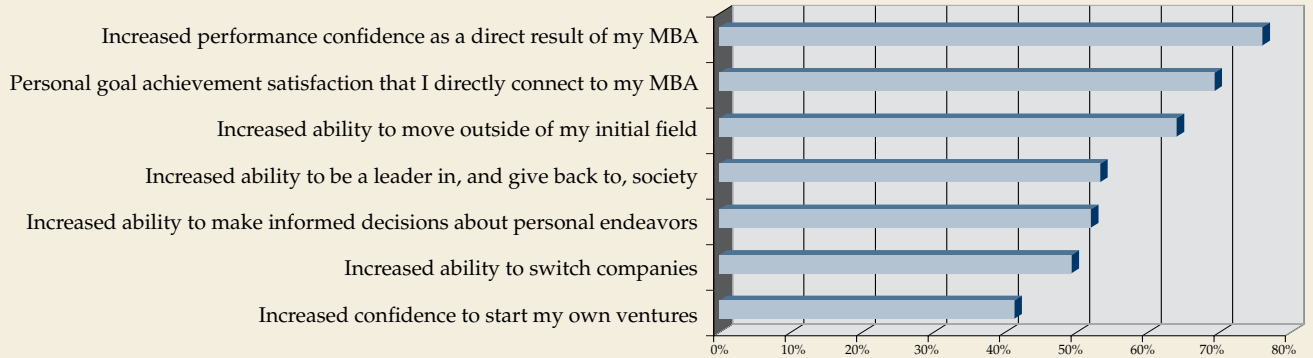
- Potential contributions to the learning experience of the class, ability and willingness to make a 21 month commitment and community service and professional activities

Please visit [www.sdsu.edu/emba](http://www.sdsu.edu/emba) and click on the "Admissions" tab for a complete list of Application Procedures.

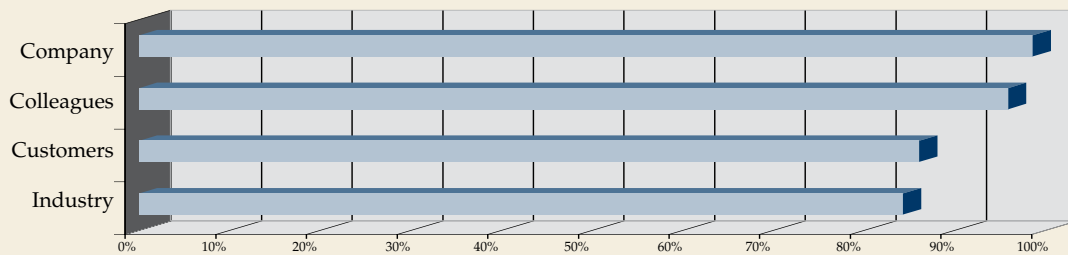
# What is the Return-On-Investment (ROI) that I can expect from SDSU's Executive MBA program?

In mid 2007, we created and executed an ROI evaluation and surveyed 250 EMBA alumni, allowing us to deliver compelling ROI evidence. With a 30% participation rate, the results are astonishing! Below are six questions and answers that address what the ROI is from SDSU's EMBA program.

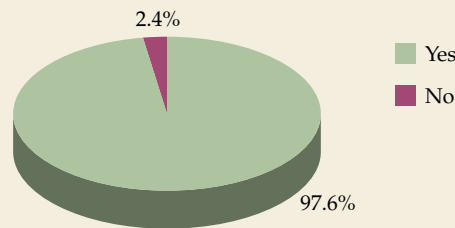
## 1. What evidence do you cite to document personal return on investment for your MBA?



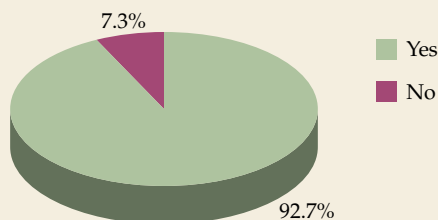
## 2. As a direct result of your MBA experience, you have found that you offer more value to your:



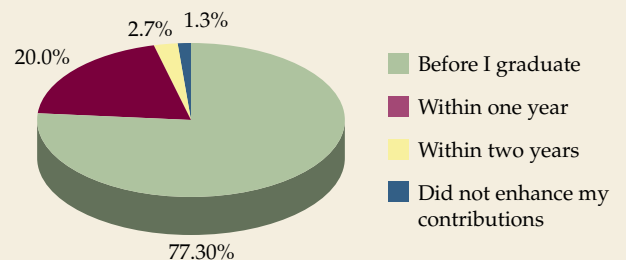
## 3. Do you consider yourself better able to offer strategic value to your company as a direct result of your EMBA experience?



## 4. Do you feel that you are accomplishing (or have accomplished) the goals you set for yourself in obtaining your MBA?



## 5. How soon after you began the program did your SDSU EMBA experience enhance your contributions to your company?



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