

PROGRAM STRUCTURE

Degree Requirements

The EMBA program consists of 41 academic units divided into the following components: orientation, eight required courses, four elective courses selected by each cohort, and an individual "culminating experience" project. A listing of the courses is provided below.

Orientation – 1 unit

Eight required courses – 24 units

- EMBA222 ■ Managerial Accounting for Executives: Managing Organizational Performances Using Financial Information
- EMBA223 ■ Quantitative Methods for Decision Making: Predicting and Optimizing Business Outcomes through Best-practice Methods
- EMBA224 ■ Managerial Finance for Executive: Managing Financial Resources to Create Value
- EMBA225 ■ Managing Human Capital
- EMBA226 ■ Technology Management for Executives: Transforming Enterprises with Digital Innovation
- EMBA227 ■ Strategic Marketing Management: Creating and Delivering Customer Value
- EMBA228 ■ Strategic Analysis for Executives: Creating Competitive Edge
- EMBA229 ■ Leadership and Change Management: Developing Executive Leadership and Transformational Change

Four elective courses to be selected by each cohort – 12 units

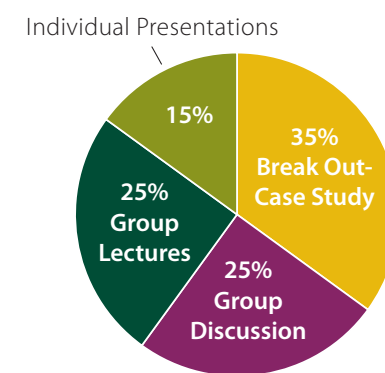
- EMBA242 ■ Product and Brand Management: Building Brands, New Products, and Cutting-Edge Advertisement
- EMBA243 ■ Legal Issues in Business Environment: Making Law-sensitive Strategic Decisions
- EMBA244 ■ Corporate Performance Measurements: Operationalizing Internal Measures of Success
- EMBA245 ■ Competing in the Global Marketplace: Leading in an International Context
- EMBA246 ■ Managing Creativity and Innovation: What Talent Management Can Learn from Marketing
- EMBA247 ■ Executive Decision Making: Mastering Effective Decision Making as Executive Leaders
- EMBA248 ■ Project Management for Executives: Managing Projects in the Enterprise
- EMBA249 ■ Management in the Public Sector: Putting It All Together in the Public Sector

Individual Project – 4 units

PROGRAM STRUCTURE

The program, designed to meet the needs of highly engaged working professionals and managers, can be completed within 15 months. It begins with a two-day orientation event to introduce faculty members and the learning model, and build esprit de corps among cohort members. Orientation is followed by two days of "boot camp" refresher classes, which help participants prepare for the academic rigor of the EMBA curriculum. The core curriculum of eight required and four elective courses is structured to allow students to complete the twelve courses in twelve months. Each four-week course meets for three weeks on Fridays (3 to 7 p.m.) and Saturdays (8 a.m. to 2 p.m.); during the third week, students conduct online research, work on assignments, and participate in online discussions. This blended-delivery format allows participants to schedule professional and personal travel around class meetings throughout the year. After all coursework is completed, participants work independently to finalize and submit individual application projects, which synthesize learning from across the curriculum into a culminating experience. The final program component is a one-day presentation of individual projects.

CLASS FORMAT



Executive Level Education

The EMBA program is designed to develop business knowledge and skills to prepare seasoned professionals for executive or managerial decision-making in any organization. Graduates will be able to think strategically under conditions of high uncertainty, and will be well prepared to advance their careers to more senior management positions.

Total Program Units – 41

- Orientation & Boot Camp – 1 unit
- 8 Core Courses – 24 units
- 4 Electives – 12 units
- Culminating Experience Project – 4 units



The College of Business Administration is accredited by the Association to Advance Collegiate Schools of Business (AACSB) International – the premier accrediting body for business schools worldwide. Fewer than 25% of all business colleges in the country have earned this accreditation.

PROGRAM STRUCTURE

Guest Speakers

Participants will be introduced to 2 to 3 guest speakers per class (instructor dependent) and they will have the opportunity to network and learn about principles that guide these outstanding leaders. Speakers range from a variety of functions and industries and are generally practitioners in senior level positions. These leaders are key in the community and continue to fuel Sacramento's economic engine.

“ EMBA program from Sacramento State fundamentally repositioned my career path into business management. Having worked at a high tech company for the last 10 years, this program gave me the right platform, cultivated new skills, and enabled much needed confidence to make a switch from engineering to business. Thanks to Sac State, today I am in one of the most sought after business groups at Intel focusing on enabling Smart Cities of tomorrow with Internet of Things (IoT) based solutions.

One key aspect that makes this program stand out is the wide gamut of experience that both instructors and students bring from academia and professional backgrounds. It is one of the best MBA programs in the region designed specifically for working professionals in mind and gives a solid foundation to go and do amazing things in your professional and/or entrepreneurial journey. ”

Suman Sehra » Platform Solutions Architect, IOTG New Markets Incubation Manager » Intel

FACULTY

EMBA Faculty – From Research to Practice

Faculty in the College of Business Administration (CBA) have doctorates from leading academic institutions which add to its diversity, academic strength, and teaching talent. They are well published in respected and leading academic and practitioner peer-reviewed journals and continuously conduct cutting edge research that adds to the universe of scholarship, creativity, and innovation. Many engage in significant grants and contracts activity which allow them to put their research into practice.

In addition to CBA faculty there is also a select group of distinguished executive practitioners that teach in the program. These leading Fortune 500 practitioners and successful entrepreneurs bring a wealth of knowledge in their functional expertise as well as in-depth industry experience.

Combining these instruction models provides students with a comprehensive and dynamic learning environment. It is truly an unparalleled value among MBA programs in the region and nationwide.

“ This amazing journey is not for everyone. If you are ready to face your fears that have prevented you from being your best- then this MBA program is for you. If you are interested in gaining new friendships that will last a lifetime- then this MBA program is for you. ”

Colleen Peschel » Vice President of Human Resources » Sutter Health

PROGRAM STRUCTURE

FACULTY

PROGRAM STRUCTURE

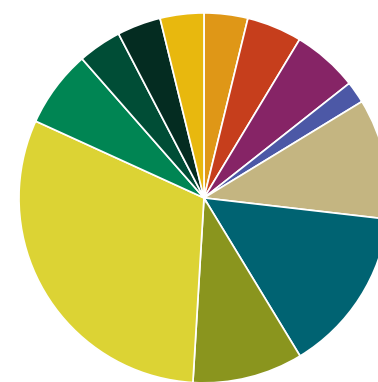
Cohort-based Learning

Participants will complete the program together as a cohort. This cohort-based format will provide a stimulating networking environment for the participants. Individuals will be able to learn together, share their experiences, and develop life-long professional relationships that will continue after graduation.

Practical Application Emphasis

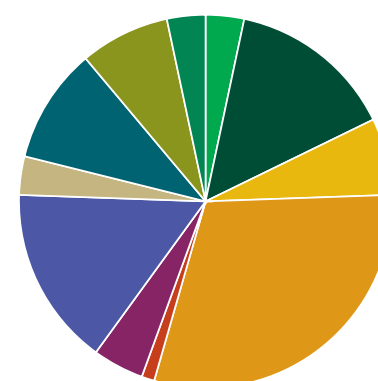
The EMBA program curriculum provides a mix of cutting-edge theory and creative real-world applications to prepare participants to succeed in a challenging and changing global market. Our participants tackle case studies individually and in teams, throughout the program. The curriculum culminates in a final project, which provides participants with the opportunity to integrate and apply learning to address a pressing organizational issue. Individuals will work with local businesses, government, and nonprofit organizations and their leadership, teams on real-world, real-time business challenges to combine community service with a synthesizing learning experience.

COHORT MIX - INDUSTRIES



- Computer-Related Services – 3.8%
- Construction – 4.8%
- Consulting – 5.7%
- Entertainment/Arts – 1.9%
- Finance – 10.5%
- Government/Utilities – 14.4%
- Healthcare/Pharmaceuticals – 9.6%
- High Tech/Electronics – 30.7%
- Nonprofit – 6.7%
- Retail – 3.8%
- Telecommunications – 3.8%
- Other – 3.8%

COHORT MIX - FUNCTIONS



- Consulting – 3%
- Engineering – 13%
- Financial/Accounting – 6%
- General Management – 27%
- Human Resources – 1%
- Information Systems – 4%
- Marketing/Sales – 14%
- Medicine Operations – 3%
- Project Management – 9%
- Research & Development – 7%
- Other – 3%

PROGRAM STRUCTURE

Global Education at its Best

Students in the MBA for Executives program travel overseas to emerging markets each year for an international study tour. These special study tours “expose participants to the global business environment, so that they can see first-hand how fast-growing economies in developing countries provide opportunities for American businesses.” The idea for a study tour grew from an EMBA reading assignment, Thomas L. Friedman’s book *The World Is Flat*. The book impressed students with its granular analysis of interpersonal interaction in other cultures, and led to interest in organizing a delegation to emerging markets around the world. Previous classes have visited China, Singapore, Dubai, India, Turkey, Brazil, Argentina, and Spain.

PROGRAM STRUCTURE

The international study trip includes the following:

- Round trip airfare
- Visa fees (if applicable)
- Ground transfers to and from airport, activities, and site visits
- Hotel accommodations
- Meals outlined in itinerary
- Coordination of business or government site visits, including presentations and site tours by a senior management representative
- Cultural immersion via a city tour or other activities

“ I found the pace of the EMBA program, along with the practical, hands-on, case-based curriculum, to serve me really well at work right from the start. My team members knew which class I was taking every month, as I was bringing learnings and insights into work in real time. Five years later, I still use many of these same learnings on a regular basis, as a manager and leader in IT. ”

Tamar Garrett » Privacy Operations Manager » Intel

“ After 30 years of management experience in a Fortune 100/Dow 30 company, my teaching objective is to create a classroom environment where students achieve a “real world” learning experience through leading curriculum, engaging guest speakers, lively discussion and through the students themselves, who come from diverse industries and backgrounds. I have found the practical approach of the EMBA program to be a perfect match with these goals. ”

Maria Medrano » Director, Global Communities & Experience » Cisco

“ NEED TESTIMONIAL ”

Attila Mistzi » Director of Line Assets » SMUD

“ My reasons for pursuing graduate school were initially more personal than professional. Yet from the very start of the EMBA program, I began approaching my work at VSP Global from more of a strategic lens; and I believe this then caused others to view me differently, eventually resulting in promotional opportunities leading to management. The CSUS Executive MBA has served me well professionally, while simultaneously allowing me to achieve a very important personal goal. ”

Gail Jones » Human Resources Manager, HR Services » VSP Global

THE EMBA EXPERIENCE

Executive Speaker Series

The College of Business hosts the Executive Speaker Series in the fall and spring semesters. The CBA invites leading experts to start a dialogue with students and the community about important issues of the day. Many topics strike themes in core business subjects like ethics, corporate responsibility, leadership, entrepreneurship, innovation, and diversity.

The College has also joined a distinguished list of partners who actively support the Sacramento Speaker Series. Providing an open forum for the exchange of ideas, opinions, and perspectives, this series hosts one lecture a month from October to May of each year. Speakers represent a wide range of subjects and have included Pulitzer Prize winners and Nobel Peace Prize laureates, world leaders, statesmen, distinguished journalist and authors, and other celebrated personalities.



EDWARD WEDBUSH
President and CEO
Wedbush Morgan Securities Inc.

Ethics



PATRICK BYRNE
President and CEO
Overstock.com

Corporate Responsibility



WARREN BUFFETT
Chairman and CEO
Berkshire Hathaway

Leadership



**REBECCA MACIEIRA-
KAUFMANN**
President
Citibank California

Leadership



DALE CARLSEN
President and CEO
Sleep Train Mattress Center

Entrepreneurship



CARL BASS
President and CEO
Autodesk, Inc.

Innovation



PAUL ORFALEA
Founder and CEO (retired)
Kinko's

Diversity

THE EMBA EXPERIENCE

THE EMBA EXPERIENCE

Host Sites

The EMBA program is strongly endorsed by the business community which allows the program to be offered throughout several host sites in the community. Host sites provide convenient access along the 5 and 50 corridors as well as excellent facilities for students. These sites are not only centrally located but facilitate in fueling the region's economic engine. Many of the employees in this engine are Sacramento State College of Business Alumni.



VISION SERVICE PLAN



INTEL



SACRAMENTO MUNICIPAL
UTILITY DISTRICT (SMUD)



PRIDE INDUSTRIES

“ NEED TESTIMONIAL... ”

Brian Heath » Executive Account Manager » Oracle



PROGRAM BENEFITS – INDIVIDUAL

Stretch Your Mind

Business leadership requires more than functional expertise. To succeed in the top positions—or in establishing and growing your own company—you will need to master a number of executive competencies. The EMBA curriculum, and learning model are designed to help you achieve: » Strategic thinking for the short and long views » Sound decision-making under conditions of high uncertainty and incomplete information » A holistic understanding of how functional areas interrelate to support the organization as a whole, and a global perspective on the role of the organization in the business environment » The persuasive communication skills to deliver messages across the organization, and to represent the company effectively to external audiences.

Increase Your Value and Visibility for Career Advancement

The EMBA will prepare you for career advancement by developing your business knowledge and leadership competencies through the breadth of the rigorous curriculum and the case study approach to classroom instruction. As your intellectual capital and confidence increase, so does your value to your organization. In addition, the interactive nature of class meetings, establishment of executive mentor relationships, and the frequent networking events with business executives and cohort members will increase your visibility both inside and outside of your organization. Many participants tell us that they received a promotion—in some cases, more than once—during the course of the EMBA program.

Flexible Schedule Allows for Balancing Your Commitments

The student-centered EMBA schedule, and faculty and staff will help you achieve your educational goals while you meet your professional and personal responsibilities: » Friday afternoon (3 p.m. to 7 p.m.) and Saturday (8 a.m. to 2 p.m.) class meetings make it possible to complete the program in 15 months while working full-time. » One week in four, you will complete online assignments instead of meeting with the class. This allows you to accommodate your professional and personal travel plans. » The faculty understands the competing demands of your busy schedule, and will work with you to help you succeed. » Our staff delivers textbooks to your classroom, serves snacks and meals during class meetings, and generally manages the details so you can keep focused on your studies.

Build Your Network

The EMBA will help you build your professional network in several ways: » Participants in the EMBA program are carefully selected, based upon their academic and professional achievements and an hour-long one-on-one interview, to assure cohort quality and diversity – and your classmates' value to you as professional colleagues. » Interactive class sessions, small group assignments, and networking events help to build team spirit and collegiality among cohort members that will extend well after graduation. » Executives from the private, public, and nonprofit sectors participate in the EMBA as speakers and co-instructors, and by providing real world case studies, sponsoring networking events, and hosting EMBA classes at their facilities. Through your participation in the EMBA program, you will gain a powerful professional network that you can leverage and extend as your career advances.

PROGRAM BENEFITS

Increased Employee Contribution

Employees enrolled in this program will develop a more global perspective that will enhance their cross-functional contribution to their organizations. They will also bring back innovative ideas to develop effective business strategies and improve the competitive positions of their organizations. Employers should benefit tremendously from their employees' enhanced ability to contribute.

Employee Retention

Employers will be able to retain valuable employees by helping them prepare for advancement to more senior management positions.

Leadership Development

The program will enhance students' ability to lead organizational performance improvement efforts and implement effective business strategies.

Access to Outstanding Faculty and Business Leaders

Employers and employees will have direct access to the EMBA faculty, as well as many outstanding business, government, and nonprofit leaders through their participation in the EMBA program. Additionally, employers have the opportunity to receive feedback from student teams regarding their organizations via in-class live case studies.

Business Opportunities

Employees will develop long-term professional relationships with fellow students from other organizations that may lead to future business opportunities for their employers.

Program Value

The EMBA program at Sacramento State offers an outstanding value to both employers and employees. Its unique combination of exceptional educational experience and reasonable all-inclusive cost makes the EMBA at Sacramento State the best value in the region and beyond.

To enhance their professional networks and EMBA experience, we offer EMBA students and alumni opportunities to socialize with business community leaders, University faculty, and top administrators at a variety of events throughout the year. These events include career workshops, mixers, picnics, golf tournaments, special speaking events, and private receptions.

Cohort Challenge

In efforts to promote camaraderie, cohorts go through various team building activities throughout the program. These activities enhance the student's experience in the EMBA by helping them to forge lifelong relationships with other students.



Career Workshops

In our career workshops, students are advised by top career counseling experts on how they can plan for career stability and satisfaction in a tight job market, how to interview fearlessly, and how to negotiate their salaries. They also get the opportunity to connect with specialized recruiters to help facilitate in career and job searches.

Networking Events

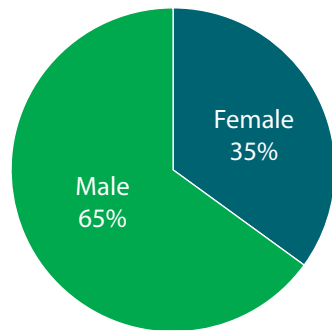
As an EMBA student and alumni you will have the opportunity to attend many events. There is an annual picnic for you and your families, a reunion, a holiday party, and a variety of speaking engagements that include local business leaders. All of these are geared toward networking among the EMBA community and keeping you connected.

“ I was definitely intrigued and inspired by my EMBA cohort. There were some really impressive people, and gaining new perspectives was one of the main reasons why I decided to enroll in the EMBA program. With every new class and every new project, I gained a new perspective or concept that I didn't have in my arsenal before. ”

Ryan Montoya » Sacramento Kings » Chief Technology Officer

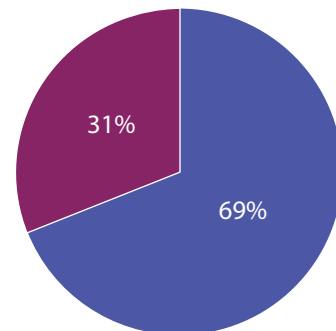


ENROLLMENTS BY GENDER



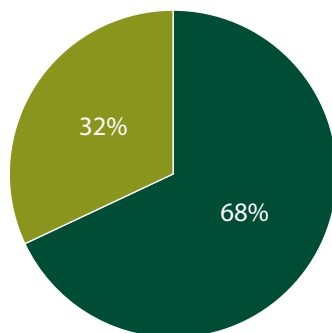
35% are female which is above the average for other top business schools

ALUMNI EARNING \$90K+



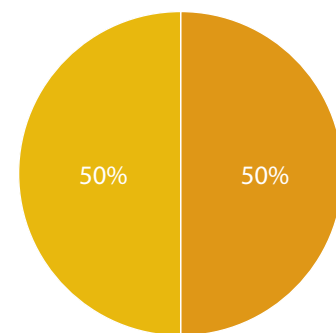
69% of alumni are now making \$90K+

CAREER ADVANCEMENT



68% attribute their career advancement to the Sacramento State EMBA

PROMOTIONS



50% state that they have received 1 or more promotions since they graduated

Information provided from alumni survey

Profile of Current EMBA Students

- Average size of cohort – 35
- Average age – 37
- Age Range – 24 to 63
- Average years of work experience – 13.5
- Years of work experience – 3 to 35 years
- Women – 35%
- Median Salary – \$83,000
- Salary Range – \$35,000-\$295,000

Admissions Criteria & Candidate Selection

Selecting strong candidates for admission to the EMBA program is critical to the impact of the program and the quality of cohort members' experience. Because we believe that there is more to a candidate's qualifications than just test scores and GPA, we have adopted a portfolio approach that takes into account three primary areas of evaluation when making admission decisions:

1. Professional Experience

Required: A minimum of three years' professional or managerial experience

Considered: The length, breadth, and depth of professional and managerial experience; potential for career development

2. Academic Qualifications

Required: A baccalaureate degree from a four-year, regionally-accredited institution of higher education; official score on the Graduate Management Admission Test (GMAT)

Considered: Previous graduate-level coursework (if available)

3. Additional Relevant Criteria

Required: Written commitment of support from an applicant's employer

Considered: Potential contribution to learning experience in the program; maturity and motivation; ability and willingness to commit the required time and energy to the program, and community service and professional activities

Managers and professionals typically have varied backgrounds, differing qualifications and work records, and diverse sets of skills. A candidate with good academic qualifications and a strong, but short, work record will have the same opportunity as someone with a strong and long work record, who has been out of school for a number of years.

Candidates are evaluated for admission on the basis of their application packages and a personal interview. Interviews are scheduled upon receipt of the completed application package.



Contact Information

Sacramento State
MBA for Executives Program
 Tahoe Hall, Room 1020
 6000 J Street
 Sacramento, CA 95819-6088
 Phone: (916) 278-5767
 E-mail: emba@csus.edu
www.cba.csus.edu/emba

ADMISSIONS

How to Apply

The Admission Committee reviews applications on a rolling basis, therefore early applications are encouraged.

1. California State University, Sacramento Application

- Application fee (paid online)
- Statement of career objectives

2. CBA-EMBA Application

3. Current Resume

4. Two copies of official transcripts. Request two (2) copies of official transcripts from all colleges and universities you have attended other than CSUS. Collect all the transcripts and mail them (in the original sealed envelopes – do not break the seal).

5. Two letters of recommendation. These letters should come from your supervisors and/or business associates who can discuss your managerial and academic abilities, accomplishments, and potential.

6. GMAT – Results of the Graduate Management Admission Test (GMAT) - fax unofficial results to (916) 278-4943. Go to www.mba.com & register for the GMAT.

7. Corporate and Individual Support Form. This is required to insure that your organizational sponsor will agree to allow you to attend classes on the mandatory Friday afternoons and Saturdays, and to determine if your organization plans to cover all or part of your educational fees. If you will be self-supporting, please ask your employer to confirm their agreement to your attendance and indicate your personal payment option preference on the bottom of the form.

8. Application Interview. An application interview is required. The Office of Associate Dean for Graduate and External Programs will contact you to schedule an interview date and time.

Applicants with Foreign Documents/Education: All applicants who have not completed three years of full-time study at the secondary or post-secondary level where English was the language of instruction must score at least 213 (computer-based) on the Test of English as a Foreign Language (TOEFL).

Note: If you are a U.S. resident but attended a college or university located outside the United States, please visit www.csus.edu/gradstudies/intl_stu.htm for information regarding requirements for international transcripts.

Financial Aid

Financial aid, in the form of both subsidized and unsubsidized student loans, is available for the EMBA program. There are no income restrictions on student loans, so most students will qualify. Before you are admitted, you can file the free application for Federal Student Aid (FAFSA) with the federal government.

- File FAFSA immediately even if you are undecided if you want aid
- File online at www.fafsa.ed.gov or complete form & mail
- It takes approximately 4 – 6 weeks to process your FAFSA.

If you would like information regarding financial aid, please visit the Sac State Financial Aid Office website at: https://webapps1.csus.edu/faid_general/default.asp

***Please note:** You will wait to submit your financial aid forms to the University until you have been accepted into the EMBA program.*

MBA *for Executives*

DEVELOPING EXEMPLARY LEADERS

The MBA for Executives program at Sacramento State

was developed and delivered in close collaboration with local business leaders to address both individual and organizational development needs. On the individual level, this innovative and dynamic program provides experienced managers and professionals with the business acumen and network necessary to advance to leadership positions, or to strike out on their own. Organizationally, the program supports public, private, and nonprofit employers' succession planning efforts, by preparing talented candidates for executive responsibilities.

“As an advocate for business across the region, I felt it critical to have strong business education to assist me understanding and supporting companies from a variety of industries. The EMBA program exactly fit my goals. I earned my degree learning from first-rate professors, completing a thorough and diverse curriculum, and sharing the ‘MBA experience’ with peers from many walks of life. I apply my EMBA everyday. There is no question that I made the right choice.”

Andrew Grant » CEO » Northern California World Trade Center