

Leadership Executive Master of Business Administration

Marilyn Gist, PhD, Department Chair

Degree Offered

Leadership Executive Master of Business Administration (L-EMBA)

This 20-month, graduate program provides seasoned professionals an opportunity to earn a masters degree emphasizing executive development of business leadership and impact. The first two quarters focus on executive leadership, enabling deep learning about complexities of leadership and requiring each student to reflect on his or her place at work, at home and in the larger society. This is followed by three quarters emphasizing advanced business education-principles, tools and practices. The final quarter challenges participants to explore and elevate their positions of social responsibility and impact in both their professional and personal lives.

- Each student will complete an Executive Leadership Project. Students integrate their L-EMBA education to execute an original and personally significant project that is of substantial strategic benefit to their organization.
- Students will engage in a social justice service project and course work in strategic positioning, business analysis and integration.
- The program helps participants comprehend and plan for ongoing globalization and ensures future successes by building on qualitative and quantitative business skills.

This program operates on a concentrated schedule in which classes are offered typically every three to four weeks, for three full, consecutive days (e.g., Thursday through Saturday). The program is taught in a lock-step cohort fashion with all students progressing through the program at the same time and rate. This model helps students to build strong relationships and networks across the class.

The L-EMBA provides a balanced emphasis on leadership formation and the core knowledge/skills which are required for business management including:

- Strategic Skill
- Collaborative Influence
- A Drive for Excellence
- Results Orientation
- Agility and Courage
- Integrity

Admissions Requirements

The Admissions Committee reviews applicant's full portfolio and decisions are made based on an applicant's entire package. Applications are reviewed beginning Dec. 1 and qualified applicants are accepted on a first-come first-served basis. The following items are required for application to the Leadership Executive Master of Business Administration program:

- Complete Application for Graduate Admission, indicating the program code EMBA, and a \$55 nonrefundable application fee (fee waived for Seattle University alumni, including ELP alumni)
- Evidence (degree-posted transcript or degree certificate) of a four-year baccalaureate degree from a regionally accredited institution or U.S. equivalent. Exceptions considered on an individual basis by the program director.
- Official transcripts of all post-secondary educational institutions attended in the last 90 quarter/60 semester credits of the bachelor's degree, including any transfer credits earned during this time, and any post-baccalaureate credits. Exceptions considered on an individual basis by the program director.
- Current résumé reflecting at least seven years of full-time continuous work experience
- Two recommendations from supervisors using forms supplied in the application packet
- Official GMAT score report taken within the last five years. Exceptions considered on an individual basis by the program director.
- Four- to five-page, double-spaced essay to serve as a writing sample and statement of intent/interest in this academic program. The essay should discuss:
 1. The ways in which your professional and educational history has led you to your current role professionally and how these elements interrelate with your career goals.
 2. Your ideas and expectations for the program and how you believe the Leadership-EMBA will help you attain your goals.
 3. How your experience and skills prepare you for graduate work.
 4. Your personal and/or organizational support (both individual and financial) you have for undertaking the program at this time.
- If English is not the applicant's native language, official English proficiency scores meeting the University entrance requirements are necessary. See policy 2008-01 in Admissions Policies for exceptions.

Applicants who reach the final screening will be invited to an interview with the program admissions committee.

Degree Requirements: Leadership Executive Master of Business Administration

The L-EMBA is a 20-month cohort program encompassing 60 credits over six quarters. This program complements executive schedules with courses offered in compact, three-day modules (typically three days per month). Attendance at all class sessions is required. Please refer to posted schedule for class days.

I. Executive Leadership, First and Second Quarters (Fall-Winter)

20 credits:

| | | |
|-----------------|--|----------|
| EMBA 509 | Building Vision for a Global Commons | 2 |
| EMBA 510 | Creating High Impact Teams | 4 |
| EMBA 511 | Leading Organizations | 3 |
| EMBA 512 | Ethical Leadership | 3 |
| EMBA 514 | Leadership Assessment and Coaching | 1 |
| EMBA 516 | Leadership for a Just and Humane World | 3 |
| EMBA 518 | Leadership Synthesis, Reflection, and Development | 4 |

II. Instruments for Organizational Effectiveness, Third Quarter (Spring)

10 credits:

| | | |
|----------|--|---|
| EMBA 505 | Strategic Analysis of Domestic and International Economic Environments | 2 |
| EMBA 513 | Law and Corporate Social Responsibility | 2 |
| EMBA 532 | Accounting for Strategic Decision Making Part I | 2 |
| EMBA 533 | Accounting for Strategic Decision Making Part II | 2 |
| EMBA 566 | Quantitative Analysis for Business Leaders..... | 2 |

III. Strategic Positioning for Global Success, Fourth Quarter (Fall)

10 credits:

| | | |
|----------|---|---|
| EMBA 506 | Microeconomic concepts: Strategic Decision-making Tools and Frameworks..... | 2 |
| EMBA 507 | Global Financial Management, Part I | 2 |
| EMBA 517 | Strategic Marketing..... | 3 |
| EMBA 519 | Global Strategy Formation | 3 |

IV. Enhancing Business Unit Performance, Fifth Quarter (Winter)

10 credits:

| | | |
|----------|--|---|
| EMBA 515 | Global Financial Management, Part II | 2 |
| EMBA 560 | Information Systems: The Role of Executives..... | 2 |
| EMBA 561 | Strategy Implementation: Putting It All Together | 6 |

V. Capstone: Leading for Impact and Legacy, Sixth Quarter (Spring)

10 credits:

| | | |
|----------|---|---|
| EMBA 583 | Emerging Topics in Business | 1 |
| EMBA 585 | Integrating Leadership and Business Practices | 4 |
| EMBA 588 | The Art of Influence and Negotiation..... | 2 |
| EMBA 589 | Planning for Significant Legacy | 3 |

VI. Electives

0 to 4 credits:

| | | |
|----------|---|--------|
| EMBA 596 | Independent Study Course..... | 0 to 4 |
| | Optional International Study Tour | 0 |

(Study Tour occurs in summer and has additional costs)

Leadership EMBA Course Descriptions

EMBA 505 Strategic Analysis of Domestic and International Economic Environments.... 2

EMBA's will use macroeconomic concepts to understand the environment within which they are making strategic decisions. An understanding of macroeconomic concepts, such as the short run and long run impacts of government policies on national output, inflation, exchange rates, interest rates and unemployment will improve strategic decisions such as when to launch new products, which geographic markets (countries) to enter or leave first where in the world are prospects for economic growth the best, and when to take defensive positions in anticipation of recessions or inflation.

EMBA 506 Microeconomic concepts: Strategic Decision-making Tools and Frameworks 2

L-EMBA's will use microeconomic principles for making strategic decisions, including deciding when demand or cost conditions support entering (or exiting) a market segment, deciding on pricing strategy, evaluating risks and deciding how to react to changes in competitive conditions when buying as well as selling. The principles will prepare students to understand the forces influencing financial markets, consumer behavior, incentives in compensation structures, and how constraints and tradeoffs affect efficiency in operations and in choices of production methods.

EMBA 507 Global Financial Management Part I 2

Presents a comprehensive treatment of financial theory that provides a foundation for making value-enhancing strategic decisions. Topics include value-based management (valuation, performance-based compensation, capital structure, M&A and divestiture), financial risk management (i.e., commodity price, equity, interest rate, and currency risk management), financing and investment alternatives (long-term and short-term; domestic and international), and treasury management. EMBA 515 is the second part to this 2-course series.

EMBA 509 Building Vision for a Global Commons 2

Considering the global and multi-cultural context of managerial practice, this course emphasizes the formation and practice of the art of adaptive leadership. We address issues of 'vision' in unprecedented conditions and the critical dimensions of purpose and motivation. Participants explore the functions of authority, trust, and power and their role in complex systems.

EMBA 510 Creating High Impact Teams 4

Begins with an outdoor experiential laboratory in which participants face personal and team challenges during a three day off-site retreat. The experience increases cohesiveness among class members, and provides strong insight into factors that support effective teamwork. Back on campus, participants analyze their workplace teams and the nature of organizational supports for maximum team effectiveness. They also examine their values and behavior in relation to work and personal life.

EMBA 511 Leading Organizations 3

Building on earlier modules, this section of the program applies leadership models to issues facing contemporary organizations. Leadership is analyzed in the context of corporate social responsibility, leading change, strategy, innovation, and globalization, and extends to issues facing organizations represented in the program. Participants also interview local leaders and CEO's, hear guest executive speakers, and contribute to active discussions of cases and articles.

EMBA 512 Ethical Leadership 3

Examines leadership and ethical decision making. Participants gain skills and information needed to establish ethical goals, resolve ethical problems in a global marketplace, address ethical responsibilities as a leader and maintain ethical standards within pluralistic organizations and societies.

- EMBA 513 Law and Corporate Social Responsibility 2**
Examines domestic and international issues in law, focusing on the relationship between the social impetus for laws, the laws themselves, and the outcomes laws are intended to promote. Understanding the social impetus for laws and their intended outcomes creates unique opportunities for corporate social responsibility and leadership. Topics include but are not limited to, employment law, intellectual property, contractual relationships, and regulatory law.
- EMBA 514 Leadership Assessment and Coaching 1**
Early in the program, this course provides comprehensive assessment of participants on their leadership skills, and their cognitive and interpersonal styles. During confidential feedback, we explore the implications of their tendencies for work and personal effectiveness. Participants then work one-on-one with a leadership coach to integrate this material with other learning in the program and improve their leadership capabilities. Graded CR/F.
- EMBA 515 Global Financial Management Part II 2**
Presents a comprehensive treatment of financial theory that provides a foundation for making value-enhancing strategic decisions. Topics include value-based management (valuation, performance-based compensation, capital structure, M&A and divestiture), financial risk management (i.e., commodity price, equity, interest rate, and currency risk management), financing and investment alternatives (long-term and short-term; domestic and international), and treasury management. EMBA 507 is the first part of this 2-course series.
- EMBA 516 Leadership for a Just and Humane World 3**
Involves a project requiring participant-teams to serve a social justice (vs. charitable) need in the community. Groups choose their domain of service, develop a sustainable model for their project, and implement their projects within the community using executive-level skills. The project is a learning laboratory, supporting regular review participants' experiences in leadership and teamwork against a set of clear criteria. Participants learn new methods for making decisions, working in teams, affecting and leading change, among other topics.
- EMBA 517 Strategic Marketing 3**
Firm strategy is based on the principle of satisfying consumer wants and needs better than competitors. Required tools include an understanding of buyer behavior, methods for conducting consumer research, understanding of the roles of environmental factors, and general strategic planning principles. Knowledge of the estimated wants and needs of customers, actions of competitors, and the resources and objectives of the firm are combined to identify the best strategic position. The task of marketing management is to maintain competitive advantage by putting the positioning plan into effect.
- EMBA 518 Leadership Synthesis, Reflection, and Development 4**
Integrates and applies leadership theory to each participant's capabilities. Students review their leadership history, assess personal strengths, create a leadership development plan and implement their learning in concert with an executive coach. Emphasis is placed on exploration and alignment of personal values with organizational and societal needs in order to lead authentically for maximum impact. The course addresses transformation and change as processes involved in both personal growth and organizational leadership.
- EMBA 519 Global Strategy Formation 3**
Focusing on the long-term vision of the firm in relation to capabilities, competition, technology, and market forces, and this course presents the tools by which an organization determines its strategic direction. Emphasis is placed on the economic principles of competition and how they apply in the context of unique company strengths, competencies, and alliances to formulate business strategy.

- EMBA 532 Accounting for Strategic Decision Making Part I 2**
 Introduces principles and concepts of management accounting for strategic decision making. Focuses on the use of managerial accounting information and its impact on business efficiency and effectiveness. Topics include management control, business unit evaluation and strategic cost management.
- EMBA 533 Accounting for Strategic Decision Making Part II 2**
 Provides a grasp of financial reports at the conceptual (as opposed to procedural) level. It seeks to instill the ability to ask effective questions about a company's performance and financial condition and to understand the forthcoming answers. This is achieved by developing the following skills: understanding the message contained in financial reports; computing profitability and risk measures; determining whether financial reports can be trusted; building pro-forma statements; and assessing fair value.
- EMBA 560 Information Systems: The Role of Executives 2**
 Discusses how information and communications technology enables new ways of doing business and changes organizational structures in a global business environment. Topics include alignment of information systems (IS) with business strategies, measuring the value of investment in IS, IS-enabled virtual organizations, global e-commerce (B2C and B2B), outsourcing, and security.
- EMBA 561 Strategy Implementation: Putting It All Together 6**
 Effective strategy implementation requires an integrated consideration of finance, marketing, operations, R&D, human resources, and quality control activities, within the context of the general industry environment. This course integrates prior learning by focusing on business unit performance in a dynamic context. Additional topics may include managing global alliances and outsourcing engagements, project management, and the management of change from a leadership perspective.
- EMBA 566 Quantitative Analysis for Business Leaders 2**
 Providing an overview of statistical techniques, Quantitative Analysis demonstrates methods by which managers can make decisions throughout the organization. Specifically, this course provides an overview of descriptive statistics, common probability distributions, sampling distributions, hypothesis testing, simple linear regression, multiple regressions, and forecasting with an emphasis on their interpretive application.
- EMBA 583 Emerging Topics in Business 1**
 By examining current and emerging issues facing business leaders, this course provides up-to-date information and understanding to apply in their organization. Topics evolve based on current trends and could include such topics as corporate governance, integration of business strategy and information technology, sustainability, new product innovation and creativity, diversity, and joint venturing in China, among others.
- EMBA 585 Integrating Leadership and Business Practices 4**
 Weaving theories and best practices learned from course work with personal experiences, participants generate and conduct an executive-leadership project, under the direction of the faculty. Projects may relate to significant endeavors at work for which students have primary business responsibility, or pertain to the intersection of business and social justice. Important requirements are that the participant be responsible for generating vision, aligning others, and guiding people through change to achieve the outcomes desired.
- EMBA 588 The Art of Influence and Negotiation 2**
 Addresses the influence skills necessary for advanced leadership. It will provide an overview of persuasion, collaborative influence, negotiation, and public relations.

EMBA 589 Planning for Significant Legacy 3

Integrates the conceptual and personal development of leadership (Quarters 1 and 2) with the business knowledge and skills learned in the program (Quarters 3-5). Reflecting on what they have learned, participants engage in structured, topical reflection that guides development of plans for the greatest leadership legacy they can leave over the next 5-10 years. Topics may include: leadership and the new commons; exemplars of significant legacy; truth, reconciliation, and reconstitution; leadership as artistry; and the development of wisdom.

EMBA 596 Independent Study 1 to 4

Allows flexibility to adapt the curriculum for special and unforeseen needs. Examples may include: an optional global study tour, bringing prior ELP alums who return for the EMBA degree to the current credit hour standard (20 hours vs. 17), and/or potentially exempting a student from a course if she/he has advanced training in that area (e.g., a CPA might merit exemption from the Accounting course at the determination of that area's professor).

Executive Leadership Program

Marilyn Gist, PhD, Department Chair

Objectives and Program Description

The Executive Leadership Program (ELP) is a highly-respected, graduate-level certificate program. The curriculum is carefully integrated to provide an intensive exploration of leadership and its personal meaning in each participant's life. The outcome of the program is a deeper knowledge of leadership, greater confidence, and a keen awareness of the values that guide executive decisions so managers serve their organizations and the greater good. ELP is known for developing high-impact leaders of strong character. It broadens leaders' perspective through multi-disciplinary and multi-industry exposure, as well as from course work, reflection, and rigorous application. The ELP program is particularly well-suited for individuals who already hold an MBA or other master's degree or those who may not be able to pursue one at this time.

The ELP is an seven-month cohort program encompassing 20 graduate credits over two quarters. This program will complement executive schedules with courses offered in monthly, three-day modules.

Admissions and Program Requirements

Because of the collaborative nature and academic rigor of this program, it is important that each participant possess the following set of minimum qualifications:

- Endorsement from the company's senior management agreeing to release candidates on class days.
- Evidence of a baccalaureate degree from an accredited college or university (under special circumstances, non-degreed applicants with outstanding work experience may be admitted).
- Seven or more years of business/professional experience, including mid- or senior-level management experience.
- Ability to complete graduate-level course work
- Willingness and ability to commit required time and energy
- Demonstrated leadership ability

Application Procedure

The following materials are required for application:

- Application form
- One letter of recommendation indicating support of release of time
- Current Résumé
- Personal essay (please call for specific essay question)

• Center for Leadership Formation
Seattle University
901 12th Avenue, PO Box 222000
Seattle, WA 98122-1090
Phone: (206) 296-5374
Fax: (206) 296-2374
Email: execleader@seattleu.edu

An admission interview is required. Once we have received your application you will be contacted by program staff to coordinate your interview. Admission to each fall cohort is limited to 17 participants. Qualified applicants who are not admitted will be placed on a waiting list or offered early admission for the following year.

The director is available for advising and consultation with interested sponsoring officials at corporations or organizations.

Program Fee: \$24,000

Covers complete program experience: tuition, books, materials, technology fees, parking, library privileges, food, beverages, hosted social events, access to campus athletic facilities, invitation to special university events and the certificate.

Certificate

Graduates of the Executive Leadership Program receive a graduate-level certificate from Seattle University upon successfully completing the program. The program awards 20 credits, equivalent to master-level course work. Credits are recognized by an official transcript and certificate issued by Seattle University.

Requirements:

Certificate in Executive Leadership

| | | |
|---------------------------------------|---|-----------|
| EXLR 509 | Building Vision for a Global Commons | 2 |
| EXLR 510 | Creating High Impact Teams | 4 |
| EXLR 511 | Leading Organizations | 3 |
| EXLR 512 | Ethical Leadership | 3 |
| EXLR 514 | Leadership Assessment and Coaching | 1 |
| EXLR 516 | Leadership for a Just and Humane World | 3 |
| EXLR 518 | Leadership Synthesis, Reflection, and Development | 4 |
| Minimum credits required | | 20 |

Executive Leadership Courses

EXLR 509 Building Vision for a Global Commons 2
 Considering the global and multi-cultural context of managerial practice this course emphasizes the formation and practice of the art of adaptive leadership. We address issues of "vision" in unprecedented conditions and the critical dimensions of purpose and motivation. Participants explore the functions of authority, trust and power and their role in complex systems.

EXLR 510 Creating High Impact Teams 4
 This course begins with an outdoor experiential laboratory in which participants face personal and team challenges during a three-day off-site retreat. The experience increases cohesiveness among class members, and provides strong insight into factors that support effective teamwork. Back on campus, participants analyze their workplace teams and the nature of organizational supports for maximum team effectiveness. They also examine their values and behavior in relation to work and personal life.

- EXLR 511 Leading Organizations 3**
 Building on earlier modules, this section of the program applies leadership models to issues facing contemporary organizations. Leadership is analyzed in the context of corporate social responsibility, leading change, strategy, innovation and globalization, and extends to issues facing organizations represented in the program. Participants also interview local leaders and CEO's, hear executive guest speakers, and contribute to active discussions of cases and articles.
- EXLR 512 Ethical Leadership..... 3**
 This course examines leadership and ethical decision making. Participants gain skills and information needed to establish ethical goals, resolve ethical problems in a global marketplace, address ethical responsibilities as a leader and maintain ethical standards with pluralistic organizations and societies.
- EXLR 514 Leadership Assessment and Coaching 1**
 Early in the program, this course provides comprehensive assessment of participants on their leadership skills, and their cognitive and interpersonal styles. During confidential feedback, we explore the implications of their tendencies for work and personal effectiveness. Participants then work one-on-one with a leadership coach to integrate this material with other learning in the program and improve their leadership capabilities. Graded CR/F
- EXLR 516 Leadership for a Just and Humane World 3**
 This course involves a project requiring participants to work in teams to serve a social justice (vs. charitable) need in the community. Groups choose their domain of service, develop a sustainable model for their project, and implement their projects within the community using executive-level skills. The project is a learning laboratory, supporting regular review of participants' experiences in leadership and teamwork against a set of clear criteria. Participants learn new methods for making decisions, working in teams, affecting and leading change, among other topics.
- EXLR 518 Leadership Synthesis, Reflection and Development..... 4**
 Delivered across the length of the program this course integrates and applies leadership theory to each participant's capabilities. Students review their leadership history, assess personal strengths, create a leadership development plan and implement their learning in concert with an executive coach. Emphasis is placed on exploration and alignment of personal values with organizational and societal needs in order to lead authentically for maximum impact. The course addresses transformation and change as processes involved in both personal growth and organizational leadership.