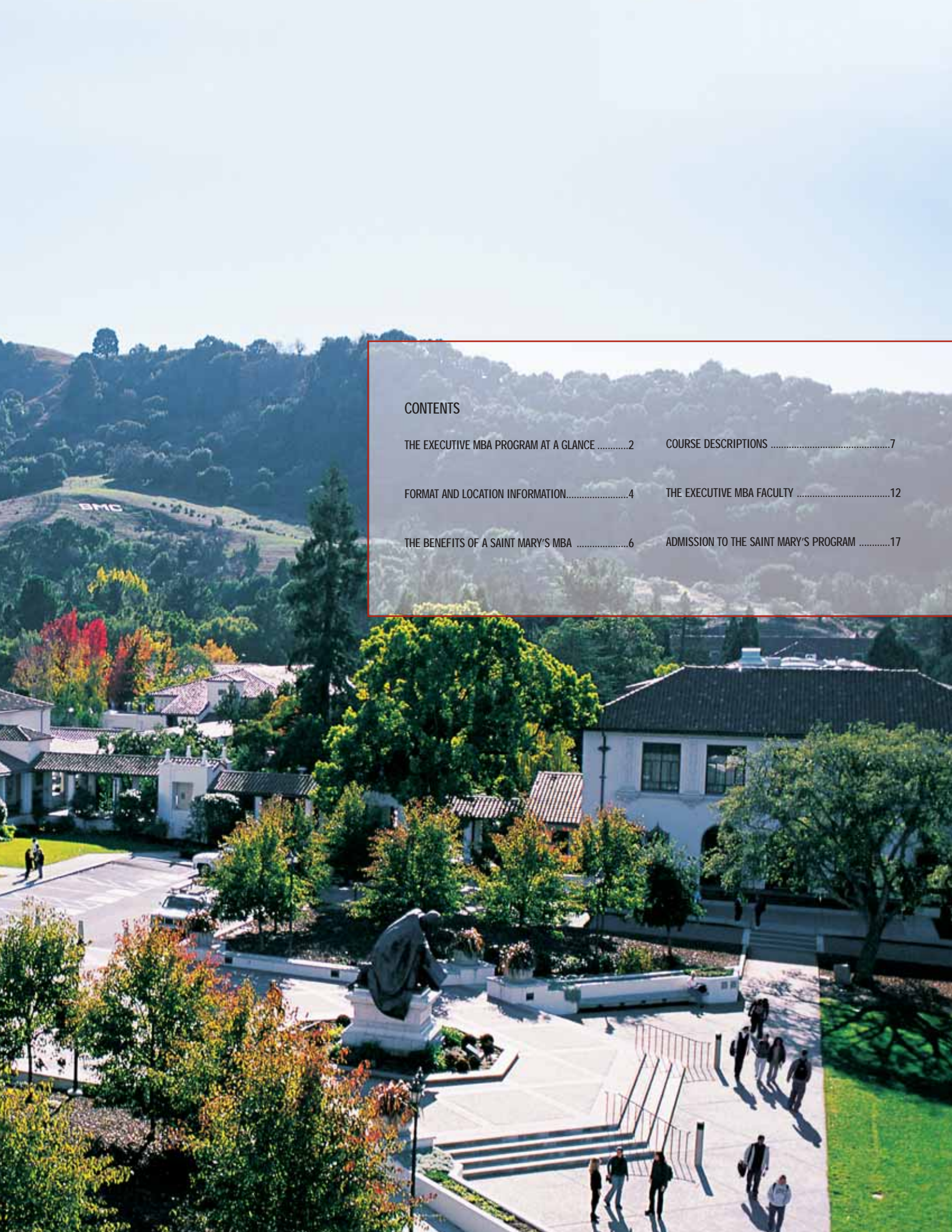


THE
EXECUTIVE
MBA PROGRAM

SCHOOL OF ECONOMICS & BUSINESS ADMINISTRATION



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THE EXECUTIVE MBA AT SAINT MARY'S

The Executive MBA Program at Saint Mary's College was created to provide mid-career and senior managers in Northern California an accelerated business education especially suited to their needs. In 18 months of intensive study, Executive MBA students develop the managerial tools, breadth of understanding, leadership skills, and personal confidence to take their contribution and their careers to a higher level.

Offering a powerful mix of skilled faculty, accomplished students, and leading edge ideas, the Executive MBA Program is designed primarily for experienced, working managers. A choice of locations and schedules allows busy professionals to complete their studies efficiently and effectively even while they continue with and expand their responsibilities at work.



THE SAINT MARY'S EXECUTIVE MBA PROGRAM AT A GLANCE

- Established in 1975, the first Executive MBA Program in Northern California, with over 3,000 graduates.
- An intense, and intensely rewarding, 18-month program of study.
- An applied curriculum that can be put to use immediately.
- A cohort-based, lock-step program.
- A choice of formats: Evening, Saturday, Hybrid or Alternate Weekend schedules.
- A choice of locations: Moraga, Sacramento, San Ramon or Santa Clara.
- A course of study that will deepen your analytical skills and enhance your ability to handle larger responsibilities.
- Experienced and talented classmates who will be a source of insight, teamwork and friendship.
- A collaborative, professional learning environment where students are more colleagues than competitors.
- A highly qualified faculty able to meld theory and practice.
- An experience that will change you personally as well as professionally.
- At least five years of management experience required for admission.
- GMAT not required.

“I DECIDED TO PURSUE AN MBA OUT OF A DESIRE TO AUGMENT 20-PLUS YEARS OF TECHNOLOGY DEVELOPMENT AND R & D EXPERIENCE WITH THE UNDERPINNINGS OF A FORMAL BUSINESS EDUCATION, AND AS PART OF POSITIONING MYSELF FOR FUTURE, BROADER CORPORATE MANAGEMENT OPPORTUNITIES.

“WITHIN A YEAR OF GRADUATION, I HAD THE OPPORTUNITY TO SPEARHEAD DEVELOPMENT OF A COMPREHENSIVE STRATEGIC PLAN FOR OUR COMPANY. THE PLAN'S PURPOSES WERE TO BUILD INTERNAL ALIGNMENT ON CORPORATE DIRECTION AND BUSINESS STRATEGY, AND TO ENABLE THE INVESTMENT COMMUNITY TO BETTER UNDERSTAND THE SYNERGIES OF THE COMPANY'S MULTIPLE BUSINESSES IN ANTICIPATION OF AN INITIAL PUBLIC OFFERING. THIS WORK CHALLENGED ME TO INTEGRATE AND LEVERAGE MUCH OF THE KNOWLEDGE I GAINED IN THE SAINT MARY'S EXECUTIVE MBA PROGRAM, IN PARTICULAR THE WORK ON STRATEGY.”

—Steve Forshay, Vice President, R & D and Business Development, Dolby Laboratories, Inc.



"IMMEDIATELY FOLLOWING GRADUATION, I STARTED AT A NEW COMPANY. WITHIN 90 DAYS, I WAS PROMOTED TO MANAGE THE ENTIRE DEPARTMENT. WITHOUT MY MBA I COULD HAVE SEEN THE OPPORTUNITY, BUT I WOULD NOT HAVE HAD THE SKILLS TO SELL EITHER THE NECESSARY SOLUTIONS OR MYSELF.

"I FEEL THAT MY ABILITY TO SEE PROBLEMS ANALYTICALLY, TO PRESENT LOGICAL SOLUTIONS, AND TO WORK WELL WITH ALL SORTS OF PEOPLE HELPED CREATE THAT AND OTHER OPPORTUNITIES, INCLUDING CO-FOUNDING A COMPANY. ALL THREE WERE SKILLS THAT I LEARNED AT SAINT MARY'S.

"I'VE TAKEN MANY RISKS WITH MY CAREER AND ALL HAVE BEEN REWARDING IN SOME WAY. MAYBE I'VE BEEN LUCKY, OR MAYBE IT'S MY MBA AT WORK, OR MAYBE IT'S MY MBA CREATING LUCK."

—Virginia M. Robbins
Director, Information Technologies, Chela Financial



RESPECTED, RESULTS-ORIENTED, REAL-WORLD

AN EXECUTIVE MBA PROGRAM BUILT WITH YOUR KNOWLEDGE AND EXPERIENCE IN MIND



The Saint Mary's Executive MBA Program was designed specifically for accomplished business professionals. Our curriculum assumes that we do not need to begin from the ground up, with the very basics of business. Instead, the program offers a challenging opportunity for busy executives to reflect and build on their knowledge-base and experience, to discover new perspectives and abilities, and to earn a recognized credential which will enable them to go even further in their careers. Throughout the curriculum, the Executive MBA Program ties theory with practice, emphasizing the two-way relationship between what is learned in the classroom and what is practiced in the workplace.

Since its establishment 32 years ago, the Executive MBA Program at Saint Mary's College has earned a solid reputation for quality, stemming not only from our outstanding faculty and well-designed curriculum, but also from the success of our graduates.

MAXIMUM CONVENIENCE: TIMES AND PLACES THAT WORK FOR YOU



The Executive MBA Program is designed to be accessible to students throughout the greater Bay Area and Sacramento. The program is offered in four different locations: Moraga, San Ramon, Sacramento and Santa Clara. To accommodate a variety of work and personal situations, the Executive MBA Program is also offered in four schedule formats: Evening, Saturday, Hybrid and Alternate Weekend. In all four formats, students take the equivalent of two courses per quarter for six quarters (18 months). With the exception of breaks between quarters, students attend classes year-round, a total of 44 weeks per year.



THE EVENING PROGRAM (MORAGA)

The Evening Program meets from 6:00 p.m. to 10:00 p.m. on weekdays. Classes are held on Monday and Wednesday evenings. The Evening Program can be started in the autumn (October).

THE SATURDAY PROGRAM (MORAGA)

The Saturday program meets from 8:30 a.m. to 5:00 p.m. every Saturday of the term. Students take one course in the morning and one in the afternoon. The Saturday Program can be started in the autumn (October).

THE SAN RAMON PROGRAM (SAN RAMON)

The San Ramon Program meets Tuesday and Thursday from 5:30 p.m. to 9:30 p.m. Classes are held in the San Ramon Valley Learning Center. The San Ramon Program can be started in winter (January).

THE SOUTH BAY PROGRAM (SANTA CLARA)

The South Bay Program meets Tuesday and Thursday from 5:30 p.m. to 9:30 p.m. Classes are held in the Network Meeting Center at Techmart in Santa Clara. This program can be started in the autumn (October).

THE HYBRID PROGRAM (MORAGA)

The Hybrid Program uses web-based technologies (real-time web-based conferencing, threaded discussion, and mobile technology (ipods with downloadable podcasts and VODcasts) to reduce the amount of actual class time by 50% while maintaining a strong sense of continuous engagement. The program is designed to deliver the same set of learning outcomes and high quality education that has characterized our Executive MBA Program.

The Hybrid Program meets 8:30 a.m. to 5:00 p.m. every other Saturday of the term. (Saturday classes involve the traditional elements of lecture, presentations, case analyses, and discussion. Students meet for approximately 4 hours with each course.) In addition, each week students will participate remotely in two evening web-conferencing sessions. The Hybrid Program can be started in the winter (January) and summer (July).

THE SACRAMENTO PROGRAM (SACRAMENTO)

The Sacramento Program has a modified Alternate Weekend format. During each 11-week quarter, classes are held on weeks 1,3,5,7, 9 and 11: Friday evening from 6:00 p.m. to 10:00 p.m. and Saturday from 8:30 a.m. to 5:00 p.m. (Friday consists of one 4-hour class and Saturday consists of two, 4-hour classes.) In addition, on week 6, classes are held on Friday only from 2:00 p.m. to 10:00 p.m. (One class from 2:00 p.m. to 5:30 p.m. and the other from 6:30 p.m. to 10:00 p.m.) There are no Saturday classes on five of the eleven weeks of each quarter. The Sacramento Program can be started in the autumn (October).

THE LASALLIAN TRADITION AT SAINT MARY'S COLLEGE

Saint Mary's College is affiliated with the Lasallian Christian Brothers, a Roman Catholic order with a distinguished tradition in education and service to society. In fact, it was our calling to serve that spurred Saint Mary's to launch its Executive MBA Program in 1975. The goal of providing outstanding, results-oriented, convenient business education for busy professionals grew directly out of our mission to meet the educational needs of a wide range of populations.

Expressive of the Lasallian tradition, the Executive MBA Program is characterized by a culture of service and community. Faculty and staff are dedicated to providing the best possible educational experience to students, and students share a strong sense of common experience as well as connection to the faculty. The cohort organization of the program supports an environment that is characterized by teamwork, cooperation, and collegiality.

A COURSE OF STUDY THAT PROVIDES A COMPREHENSIVE FRAMEWORK FOR BUSINESS DECISION-MAKING

The Saint Mary's College Executive MBA curriculum emphasizes managerial tools, breadth of understanding, engagement with contemporary trends, and strategic thinking. Executive MBA courses are not superficial or trendy glimpses at business subjects; they are designed to give students in-depth understanding that can be used and acted on with confidence.

Executive MBA courses are arranged and ordered to allow students to explore the interconnectedness between various aspects of business, and to develop a more integrated view of what is involved in managing in a business organization. The program ends with a capstone quarter in which students get the opportunity to synthesize what they have learned throughout the program and to apply this knowledge to the challenges of strategic management.



“EXECUTIVE POSITIONS IN THE PHARMACEUTICAL INDUSTRY REQUIRE A WELL-BALANCED SKILL SET, EXPERIENCE IN MARKETING OR SALES, PEOPLE SKILLS AND BROAD VISION. HAVING THE MBA FROM SAINT MARY'S, I AM CONFIDENT THAT I WILL BE READY FOR NEW OPPORTUNITIES AS THEY ARISE.

“I WOULD RECOMMEND THE SAINT MARY'S MBA TO EVERY FRIEND, NEIGHBOR OR COLLEAGUE CONSIDERING AN MBA. SAINT MARY'S COLLEGE HAS AN EXCELLENT REPUTATION IN THE BAY AREA AND FULLY DESERVES IT. THE PROGRAM EXCEEDED MY EXPECTATIONS AND THE TEACHERS ARE OUTSTANDING. THEY HAVE IMPRESSIVE CORPORATE CAREERS BEHIND THEM AND SHARE THEIR PERSONAL BUSINESS EXPERIENCES WITH THE STUDENTS. THE PROGRAM COVERS ALL THE FUNDAMENTALS. IN THE EXECUTIVE PROGRAM, THE ENTRY CRITERIA ARE SET VERY HIGH, GUARANTEEING THAT ALL PARTICIPANTS CONTRIBUTE TO EACH OTHER'S EXPERIENCE AND LEARNING.”

—Raf Lambrecht, PhD, Associate Director Regulatory Affairs,
Bayer Corporation, Biological Products



THE EDUCATIONAL BENEFITS OF THE EXECUTIVE MBA PROGRAM



Executive MBA education at Saint Mary's seeks not only to impart new knowledge, but also to develop the managerial and personal capacities associated with superior performance in organizations:

- The ability to analyze new situations and to solve new problems.
- The ability to work effectively with people in a variety of organizational settings.
- The ability to communicate and persuade.
- An understanding of best practices and how to implement them.
- The self-confidence and self-awareness that grow from greater competence.
- Greater interest in work and stronger motivation as a consequence of expanded horizons.
- A more global view of the organization based on greater understanding of all of the functions in the firm and of their necessary contribution to the success of the firm.

THE EXECUTIVE MBA CURRICULUM AT A GLANCE

Quarter 1	Opening Session GMAN 501: Managing and Leading Contemporary Organizations GMAN 502: Management Communication
Quarter 2	GMAN 503: Economic Analysis GMAN 504: Data Analysis in Business
Quarter 3	GMAN 505: Forecasting and Operations Management GMAN 506: Managerial Accounting
Quarter 4	GMAN 507: Managerial Finance GMAN 508: Marketing
Quarter 5	GMAN 509: Strategies in Technology and Electronic Business GMAN 510: Legal Aspects of Management* GMAN 511: Ethical and Social Issues in Business*
Quarter 6	Strategic Management Capstone GMAN 512: Business Strategy GMAN 513: Managing Global Competition Closing Session

* These courses are one-half quarter in length.

EXECUTIVE MBA COURSE DESCRIPTIONS

First Quarter: Opening Session

Typically held on the Friday afternoon and evening preceding the start of first quarter classes, the Opening Session is designed to introduce new Executive MBA students to the program and to each other. The Opening Session includes a number of exercises and activities that structure the study groups and provide a preview of program content.

FIRST QUARTER

GMAN 501: Managing and Leading Contemporary Organizations

An analytical, theory-based study of managerial and organizational processes from a behavioral point of view. Readings from a wide variety of disciplines are offered in order to acquaint the student with the many different perspectives used to analyze behavior in work settings. Problems of motivation, leadership, job satisfaction, team dynamics, and organizational restructuring are addressed. Methods of changing organizational behavior through the application of behavioral technologies are also considered. (4 Units)

GMAN 502: Management Communication

This course is designed to evaluate and sharpen the writing and speaking skills of MBA students. Students will be introduced to argumentation as an advanced form of communication that is crucial for managerial performance. Other topics include the forms of professional writing, oral presentation, audience analysis, and copy editing. The emphasis is on the manager's use of language as a tool to identify issues, solve problems, and communicate policy. (4 Units)

SECOND QUARTER

GMAN 503: Economic Analysis

This course introduces the microeconomic and macroeconomic tools used in the analysis of business problems. The emphasis is on establishing a practical link between basic economic concepts and a wide range of contemporary business problems including the analysis of economic data for business decision-making, forecasting, demand analysis, pricing, and cost analysis. Topics include market structure, cost and production, international trade and finance, national income determination, and monetary and fiscal policy. (4 Units)

GMAN 504: Data Analysis in Business

The purpose of this course is to provide students with the specific quantitative tools that will serve as the analytical foundation for subsequent courses in the program. The use of data analysis in support of managerial decision making will be emphasized. Topics to be covered include descriptive statistics, probability models, decision theory, applied statistical analysis, and introductory forecasting models. Students will have the opportunity to sharpen their computer spreadsheet skills. (4 Units)

THIRD QUARTER

GMAN 505: Forecasting and Operations Management

The forecasting portion of this course covers the use of multiple regression and time series analysis. The operations management portion of the course covers a variety of topics including process analysis and selection, waiting line management, statistical process control, linear programming, operations planning models, supply chain management, and project management. (4 Units)

GMAN 506: Managerial Accounting

An introduction to accounting as a managerial tool for measuring, interpreting, and controlling business activity. The course includes the principles of financial accounting and cost accounting, and focuses on capital budgeting decisions, financing techniques, and practical problems in financial management. (4 Units)

Pass/Fail/Honors Grading

To enable our students to focus on the significant and substantive aspects of the material they are learning, the Saint Mary's curriculum uses a pass/fail grading system. An Honors grade may also be awarded to students whose academic performance and contributions have been truly exceptional. Students who earn five or more Honors grades in the program graduate with honors.

FOURTH QUARTER

GMAN 507: Managerial Finance

A study of the principles of corporate finance and their application in business today. Topics include valuation theory, financial statement analysis, financial planning, management of cash, receivables and inventory, capital budgeting, capital structure and dividend policy, and the long-term financing decision. (4 Units)

GMAN 508: Marketing

This course focuses on marketing analysis, the development of marketing strategy, and the management of the marketing function. Topics include the role of marketing, marketing research, market segmentation, new product development, marketing mix, channels of distribution, marketing communication, and strategic market planning. (4 Units)

FIFTH QUARTER

GMAN 509: Strategies in Technology and Electronic Business

This course focuses on the managerial issues involved in adopting and competing through technological innovation with an emphasis on the issues posed by electronic business. Representative topics include Internet technology issues, e-business models, e-business evolution, business transformation through technology, and managing innovation. (4 Units)

GMAN 510: Legal Aspects of Management*

This course acquaints the student with common legal problems which managers encounter. Emphasis is placed on contract negotiation and formation, employment law, criminal and tort liability, various forms of unfair business practices, and the effect of anti-trust laws on business operation, strategy, marketing, and pricing. (2 Units)

GMAN 511: Ethical and Social Issues in Business*

This half-quarter course focuses on issues that arise out of the impact that business has on its surrounding social context. Topics include ethical principles and argument, corporate social responsibility, business ethics, ethics in international business, and the response in law, politics, and regulation to externalities. (2 Units)


* These courses are one-half quarter in length.

“MOVING INTO THE NEW MILLENNIUM, MANY COMPANIES ARE EMPHASIZING AND FOCUSING ON THE BOTTOM LINE. ONE OF MY OBJECTIVES WAS TO BETTER UNDERSTAND THE FINANCIAL MANAGEMENT OF THE COMPANY AND GAIN TOOLS TO UNDERSTAND FINANCIAL DECISION-MAKING. INNOVATION IS ALSO CRITICAL TO STAYING AHEAD OF THE COMPETITION. I WANTED TO GAIN KNOWLEDGE ON HOW TO TRANSFORM CREATIVE AND INNOVATIVE IDEAS INTO SUCCESSFUL BUSINESS SOLUTIONS.

“SAINT MARY’S PROVIDED AN INVALUABLE EXPERIENCE THAT BLENDED BOTH QUALITATIVE AND QUANTITATIVE ANALYSIS TO ACHIEVE A TOTAL UNDERSTANDING OF TODAY’S EVER-CHANGING BUSINESS ENVIRONMENT. MY MBA IS A REAL NECESSITY TO COMPETE SUCCESSFULLY AND MEET THE BUSINESS CHALLENGES THAT MANAGERS AND EXECUTIVES FACE TODAY.”

—Rick Lewis, Northern California Chain Manager,
Brown-Forman Spirits Americas





"THE SAINT MARY'S EXECUTIVE MBA PROGRAM IS AN EXCELLENT PROGRAM FOR BUSY EXECUTIVES WHO WANT TO EARN AN MBA DEGREE IN A FAIRLY SHORT PERIOD OF TIME WHILE MAINTAINING A HIGH-PROFILE MANAGERIAL POSITION AT WORK. THE STAFF IS VERY DEDICATED AND STRONGLY EMPHASIZES LEARNING AS THE END GOAL. THE PROGRAM HAS SOME OF THE BEST INSTRUCTORS I'VE EVER HAD, AND THEY GAVE ME THE SKILL SET AND CONFIDENCE TO BECOME AN ENTREPRENEUR IN THESE CHALLENGING TIMES."

—Amy L. Tsui Collins, PhD, JD
Chief Executive Officer Biolicense.com

SIXTH QUARTER

Strategic Management Capstone

The Strategic Management Capstone takes up the whole last quarter of the Executive MBA Program and consists of two coordinated courses. The overall theme of the capstone is general management decision-making, with the understanding that such decision-making occurs at many levels in most organizations. One course focuses on the formulation of organization strategy and on the implementation of strategic change, and calls upon skills and knowledge developed in earlier courses, especially in the context of case analysis. The other course focuses on the strategic challenges of managing internationally. The Capstone quarter concludes with a closing session that brings a fitting and celebratory end to the program.

GMAN 512: Business Strategy

This course focuses on concepts and models useful in the formulation, analysis, and implementation of business unit and corporate strategy. Topics include industry analysis, building and sustaining competitive advantage, assessing business opportunities and threats, corporate diversification, and managing strategic change. (4 Units)

GMAN 513: Managing Global Competition

This course examines the opportunities and problems of managing firms in an environment of global competition. The course has three broad areas: the international business environment, the sources and nature of competitive advantage in global industries, and global strategies. Topics include the process of globalization, the global financial and monetary system, cross-cultural management, comparative national business systems, organizational design for global competition, host country relations, and market assessment. (4 Units)

COLLEAGUES, PEERS, MENTORS: THE SAINT MARY'S GRADUATE BUSINESS COMMUNITY

EXECUTIVE MBA STUDENTS: FRIENDS, COLLEAGUES, AND RESOURCES

One of the most important benefits of being a student in the Executive MBA Program is the quality of one's classmates. All Executive MBA students have substantial business or organizational experience, and they have passed through an admissions process that evaluates them explicitly on their potential to make a positive contribution to the education of their classmates. The class cohort and study group aspects of the program support the development of close working relationships among students, so that there is ample opportunity for students to learn from each other and to benefit from the differences in their backgrounds.



RECENT PROFILE OF SAINT MARY'S EXECUTIVE MBA STUDENTS:

54% Men 46% Women

Average Age at Admission: 38

Education:

- 88% - Bachelor's Degrees
- 10% - Master's Degrees
- 2% - Ph.D./M.D. Degrees
- 42% - Business/Economics Majors
- 19% - Science/Math Majors
- 17% - Engineering Majors
- 13% - Social Science Majors
- 9% - Other Majors

Occupation:

- 30% - Sales and Marketing
- 22% - Operations Management
- 14% - Information Technology
- 14% - Finance/Accounting
- 12% - General Management
- 5% - Technical
- 3% - Consulting

STUDY GROUPS

The Executive MBA Program is designed to foster cooperation and teamwork. Study groups, which students form at the beginning of the program and are encouraged to maintain throughout the program's duration, are an important part of the collegiality that is central to the Executive MBA Program. While much of the work involved in the curriculum is individual work, study groups are often asked to make team presentations or contribute to shared projects.

AN OUTSTANDING FACULTY

The faculty of the Executive MBA Program at Saint Mary's College include some of the brightest minds in business today. Their credentials, which include MBAs, PhDs and other advanced degrees from top institutions in the U.S. and around the world, reflect the quality of our program. Just as important, our faculty have exceptional business and leadership experience, heading corporations, setting international policy, publishing books and articles, and making their mark in scores of other ways.



“THE EXECUTIVE MBA PROGRAM PROFOUNDLY INCREASED MY ABILITY – AND CONFIDENCE – AS A BUSINESS ANALYST AND STRATEGIST. THE ANALYTICAL TOOLS I TOOK FROM THE PROGRAM HAVE FUNDAMENTALLY CHANGED THE KIND OF CONTRIBUTION I MAKE TO MY COMPANY. BEING A MEMBER OF A CLOSE-KNIT CLASS WAS ALSO AN EXTREMELY BENEFICIAL ASPECT OF THE PROGRAM. I ENJOYED AND WAS MOTIVATED BY THE SENSE OF DEDICATION TO EACH OTHER AND TO THE PROGRAM THAT DEVELOPED IN MY CLASS. I ALSO GOT TO LEARN NEW ROLES AND TO PARTICIPATE IN CONSENSUS-BUILDING PROCESSES THAT HAVE MADE ME A MORE INSIGHTFUL AND EFFECTIVE MANAGER.”

—Cheryl Blalock, Director, EMS Oracle Implementation, Sanmina-SCI Corporation



“TO ME, THE EXECUTIVE MBA EXPERIENCE AT SAINT MARY’S WAS A LEARNING SABBATICAL. I LIKE TO LEARN AND PURSUING THE MBA REINVIGORATED MY DESIRE TO GROW AS AN INDIVIDUAL AND PROFESSIONALLY. COMPLETING THE PROGRAM WHILE WORKING FULL-TIME AND RAISING A FAMILY WAS A CHALLENGE, BUT DEMONSTRATED MY ABILITY TO RAISE THE BAR AND MAKE IT ALL HAPPEN.

“I REALLY ENJOYED THE TEAMWORK THAT DEVELOPS DURING THE PROGRAM. AS A RESULT, I HAVE ALSO DEVELOPED EXCELLENT FRIENDSHIPS AND A NETWORK OF ASSOCIATES FROM A VARIETY OF INDUSTRIES AND BACKGROUNDS.”

—Larry J. Oliver, Retail Team Leader, North American Products Company, Chevron Texaco

THE EXECUTIVE MBA FACULTY

RESPECTED CREDENTIALS, REAL-WORLD EXPERIENCE



The members of the Executive MBA faculty bring a wide range of backgrounds and areas of business interest. Our faculty is made up both of scholars with outstanding academic credentials and working business executives with exceptional professional accomplishments.

As a Lasallian institution, Saint Mary's College emphasizes meeting individual student needs. Across the institution, our faculty members are carefully selected for their teaching effectiveness and dedication to serving students. In the case of the MBA Program, this means selecting faculty members with a personal mission to work with business professionals. Their teaching style reflects respect for and understanding of their students' professional knowledge and accomplishments. They approach teaching as a collaborative, interactive process, not merely as a one-way download of information.

Catherine Banbury. Associate Professor. PhD, University of Michigan, MBA, University of Washington. Dr. Banbury teaches business strategy in the MBA program. She has consulted in the hospital industry and with police departments. Her intellectual interests focus on innovation management and technological change. Prior to coming to Saint Mary's, Dr. Banbury taught at the University of New Mexico.

Neal Bischel. Lecturer. MBA, Pepperdine University, MS, Business Economics, Claremont Graduate University. Mr. Bischel is a Senior Associate consulting with JPA, Inc. He has significant experience in marketing and sales, having been the VP of US Sales for Sierra Atlantic, Managing Vice President for Claremont Technology Group, Director of Alliances for Hitachi Data Systems, and Product Manager for IBM. Mr. Bischel teaches marketing.

David J. Bowen. Professor. PhD, University of California, Berkeley. Professor Bowen earned his PhD in organizational behavior, and teaches in this subject in the MBA program. He has been the editor of the journal *Industrial Relations*, and consulted with a variety of organizations in the area of management and leadership. His intellectual interests focus on organizational justice and performance, downsizing and its effects, and CEO pay.

John Dennen. Lecturer. MBA, University of Georgia. Mr. Dennen is the Director of Sales, Planning, and Analysis for American President Lines, Incorporated. He has broad experience in accounting and finance, with substantial involvement in international transactions. More recently, he has moved into a key managerial role in sales and planning. Mr. Dennen teaches the financial and managerial accounting courses in the MBA program.

"TEACHING IN THE EXECUTIVE MBA PROGRAM AT SAINT MARY'S LETS ME SHARE MY 40-PLUS YEARS OF BUSINESS EXPERIENCE WITH STUDENTS. AND IT'S ALSO THE OPPORTUNITY TO WORK WITH EXPERIENCED, SMART, MOTIVATED PEOPLE WHO WANT TO LEARN.

"I GET AS MUCH OUT OF CLASS AS MY STUDENTS DO, SINCE I AM MUCH MORE OF A FACILITATOR THAN A DIRECT PROVIDER OF KNOWLEDGE. MY GOAL IS TO GET THE STUDENTS THINKING OBJECTIVELY AND ANALYTICALLY ABOUT ISSUES THAT FACE THEIR BUSINESS DECISIONS. MY STRATEGY COURSE REQUIRES STUDENTS TO MAKE DECISIONS AND RECOMMENDATIONS WHILE FULLY INTEGRATING ALL OF THE SKILLS THEY HAVE LEARNED IN THE PROGRAM."

—Robert Frick. Lecturer. MBA, Washington University, St. Louis.
Mr. Frick has held significant Executive positions in banking, and was most recently the Vice Chairman of the Board and the Head of World Banking for Bank of America. He is currently a business consultant and serves on the board of a number of companies, including one of the Lucasfilm companies.



Barry Eckhouse. Professor. PhD, MA, University of California, Berkeley. Dr. Eckhouse teaches managerial communication in the MBA program. His interests are in the uses of argument and persuasion, and in electronic communication and media. Professor Eckhouse is the author of a number of books on management communication, and he has worked with a wide variety of organizations in oral and written communications. He is one of the campus leaders in using technology in the instructional process.

Jose Tomas Gomez Arias. Professor. PhD, Business Science, University of Leon, MBA, Columbia University. Dr. Gomez has taught locally at Santa Clara University and at California State University Hayward. He has also been an Associate Professor at the University of A Coruna, in Spain, and a visiting scholar at the Chinese University of Hong Kong and at U. C. Berkeley. He also has experience in the commercial sector as a consultant to business, and as the Chief Trade Officer-Market Analyst for the Consulate General of Spain in Hong Kong. Dr. Gomez is widely published in the area of marketing in both US and European journals. He teaches marketing and international business in the Graduate Business Programs at Saint Mary's College.

G. Eric Hansen. Professor. PhD, MALD, MA, Tufts University. Dr. Hansen teaches international business in the MBA program. His intellectual interests focus on the European Union, and the development of business culture. He is the author of a recent book on business culture. Professor Hansen has taught at Wellesley College, Haverford College and M.I.T.

James P. Hawley. Professor. PhD, McGill University, MA, University of California, Berkeley. Professor Hawley teaches in the area of business and society. He has worked and consulted in the areas of country risk analysis, political assessment and corporate governance. His current intellectual interests focus on corporate governance issues and the activity of public employee pension funds. In collaboration with Professor Andrew Williams, Dr. Hawley has developed in a series of articles as well as a new book on concepts in corporate governance involving "universal investors" and "fiduciary capitalism."

Linda Herkenhoff. Professor. PhD, University of Western Australia, MBA, Saint Mary's College, MS, University of California, Berkeley. Dr. Herkenhoff is President of Tigaplus, an international human resources and finance consultancy. She teaches primarily in the area of organizational behavior.

John E. Hopkins. Lecturer. MBA, University of Rhode Island. Mr. Hopkins has had extensive international experience marketing communications products for Motorola, TTG/Marantz and Nokia. Mr. Hopkins teaches international marketing as well as other marketing courses in the MBA program. He has substantial teaching experience, having taught at the University of Rhode Island, Northeastern University, Babson College and Lewis College.

"I FIND THE MOST SATISFYING PART OF TEACHING TO BE HELPING STUDENTS ACHIEVE THEIR GOALS BY OPENING THEM TO NEW IDEAS AND TO NEW WAYS OF THINKING ABOUT IMPORTANT PROBLEMS. I'M BLOWN AWAY BY MY STUDENTS' EAGERNESS TO LEARN, DEDICATION TO THEIR CLASSMATES AND THE ABILITY THEY DISPLAY TO BALANCE THE HEAVY DEMANDS OF WORK, FAMILY AND SCHOOL WHILE STILL MAINTAINING A SENSE OF HUMOR.

"BESIDES A RIGOROUS CURRICULUM TAUGHT BY EXCELLENT TEACHERS, I SEE AS OUR GREATEST STRENGTH THE FACT THAT WE AS A FACULTY CARE DEEPLY ABOUT OUR STUDENTS AND ARE OFTEN WILLING TO EXTEND OURSELVES IN WAYS THAT ARE FAR BEYOND THE NORMAL RESPONSIBILITIES OF THE JOB."

—Andrew T. Williams. Professor

Professor Williams is an economist by training, and he teaches economics in the Executive MBA Program. Along with Professor James Hawley, Dr. Williams has developed a highly regarded line of research in corporate governance and pension fund activism, and is the co-author of a recent book on the subject by the University of Pennsylvania Press. Prior to coming to Saint Mary's, Dr. Williams taught at the University of California, Berkeley.



Ronald Hutton. Lecturer. MBA, New York University.

Mr. Hutton teaches courses in finance in the MBA program. He is currently the Treasurer of Bio-Rad Laboratories, and has extensive financial management experience in a variety of firms, including Kaiser Aluminum and Chemical, where he was the Director of Treasury, and Dun and Bradstreet, where he was the Manager of Treasury Services.

Jivendra Kale. Adjunct Professor of Finance. PhD, U.C. Berkeley, MBA, MS, Syracuse University. Professor Kale teaches corporate finance and advanced financial courses in the MBA Program. He has extensive background in investments, possesses the CFA (Chartered Financial Analyst) and CFP (Certified Financial Planner) designations, and has worked for local investment companies such as BARRA and Gifford Fong Associates. Dr. Kale's research emphasis is portfolio optimization, and he is a frequent presenter in academic and practitioner conferences and publications. Dr. Kale also serves as the Academic Director of the Master of

Science Program in Financial Analysis and Investment Management at Saint Mary's.

Kathryn Kaminsky. Lecturer. MBA, University of San Francisco. Ms. Kaminsky has significant professional experience in the fashion industry, having held executive positions at Gap, Inc., where she was Director of International Business, and at Fairweather, Dylex Limited of Toronto, where she was Director of Product Development for the Daniel Hechter/Paris Division, and Visual Merchandising Director for Fairweather. Ms. Kaminsky is currently enrolled in the Executive PhD Program at Case Western University. She teaches marketing in the Evening MBA Program.

Mark Landheer. Lecturer. MBA, California State University, Hayward. Mr. Landheer teaches in the area of management science. Having worked for many years in the tourism industries, Mr. Landheer is now the Director of Business Development and Training at Idea Integration in San Francisco.



"THE STRENGTHS OF THE EXECUTIVE MBA PROGRAM ARE HIGHLY MOTIVATED STUDENTS, DEDICATED FACULTY, AND THE STRONG SENSE OF LEARNING COMMUNITY BETWEEN FACULTY AND STUDENTS.

"MY STUDENTS ALWAYS IMPRESS ME WITH THEIR STRONG DESIRE TO LEARN AND APPLY MODERN MANAGEMENT CONCEPTS AND TECHNIQUES TO THEIR WORKPLACE."

—Yung Jae Lee. Assistant Professor. PhD, MBA, University of California, Irvine. Dr. Lee teaches quantitative methods and operations management courses in the Executive MBA and MBA Programs. As a specialist in operations management, Professor Lee has conducted research in how pricing policies impact the efficiency and cost of operations, and he is generally interested in the interaction between marketing and operations. He has consulting experience in operations and information technology.

Yung Jae Lee. Associate Professor. PhD, MBA, University of California, Irvine. Dr. Lee teaches quantitative methods and operations management courses in the MBA program. As a specialist in operations management, Professor Lee has conducted research in how pricing policies impact the efficiency and cost of operations, and he is generally interested in the interaction between marketing and operations.

James O'Brient. Lecturer. PhD, Stanford University. Dr. O'Brient worked for Chevron Texaco for more than 20 years, initially in mining, research, and exploration and development, then for the last 14 years in leadership development. His last two positions for the company were Chief Learning Officer for Global Workforce Development, and Leadership Transformation Leader for Chevron Texaco's Global Downstream Transformation Team. He has worked and lived in more than ten countries, and has been active in a large number of professional organizations in the area of human resources management. He teaches organizational behavior in the Professional MBA Program.

George Papagiannis. Lecturer. MBA, Saint Mary's College, JD, Armstrong University. Mr. Papagiannis is a lawyer in private practice, and teaches business law and entrepreneurship in the MBA program. Mr. Papagiannis's practice is focused on business consulting and litigation. He has also developed and manages an estate planning program that has been adopted as an employee benefit by a number of large organizations.



Philip W. Perry. Professor. PhD, MA, Stanford University. Professor Perry teaches finance in the MBA program. His intellectual interests encompass the analysis of risk and the financial performance of investment funds that use social criteria in the selection of investment vehicles. Dr. Perry has substantial experience in management, and was Vice Chairman of the Bank of San Clemente and Vice President of the Pacific Company before coming to Saint Mary's. Formerly a Vice President of DRI, Dr. Perry has also taught at Occidental College.

James Shaw. Lecturer. PhD, MS, MA, University of Nevada, Reno. Dr. Shaw teaches economics and industry analysis in the MBA program. He is the author of a number of books, and has very strong interest in the telecommunications industry and in the impact of digital technologies on the economy. Dr. Shaw has consulted with a variety of organizations, and is a professor in the School of Professional Studies at the University of San Francisco.

“THOSE WHO HAVE CHOSEN TEACHING AS A CAREER CAN FIND THEMSELVES INSULATED FROM THE REAL PROBLEMS FACED BY TODAY'S MANAGERS. THE SAINT MARY'S EXECUTIVE MBA STUDENTS BRING THESE ISSUES FORWARD IN CLASS EACH DAY AND HAVE BEEN INSTRUMENTAL IN DEMANDING A RELEVANT AND STIMULATING CURRICULUM. STUDENTS IMPROVE OUR TEACHING WHILE WE IMPROVE THEIR UNDERSTANDING, AND OUR INSTRUCTORS ARE PARTICULARLY SKILLFUL AT DRAWING OUT RELEVANT STUDENT EXPERIENCES THAT CONTRIBUTE TO A STRONG CONCEPTUAL FOUNDATION.”

—Thomas McCullough. Lecturer. PhD, JD, University of California, Berkeley. Dr. McCullough has taught quantitative methods in the Saint Mary's Executive MBA Program for over 20 years, and is a senior lecturer at the Haas School at U.C. Berkeley.

Nelson Shelton. Professor. PhD, University of California, Berkeley, MBA, Saint Mary's College, MA, Northwestern University, MA, Stanford University. Dr. Shelton teaches industry analysis in the MBA program.

Suneel Udpa. Professor. PhD, MS, Washington University in St. Louis. Professor Udpa teaches accounting in the MBA program, and has consulted in this area to a number of firms. He has published widely about accounting, especially in the areas of insider trading and activity-based costing. Prior to coming to Saint Mary's, Dr. Udpa taught at Emory University.

Andrew T. Williams. Professor. PhD, MA, Stanford University. Professor Williams is an economist by training, and he teaches economics in the MBA program. Along with Professor James Hawley, Dr. Williams has developed a highly regarded line of research in corporate governance and pension fund activism, and is the co-author of a recent book on the subject by the University of Pennsylvania Press. Prior to coming to Saint Mary's, Dr. Williams taught at the University of California, Berkeley.



ADMISSION TO THE SAINT MARY'S EXECUTIVE MBA PROGRAM

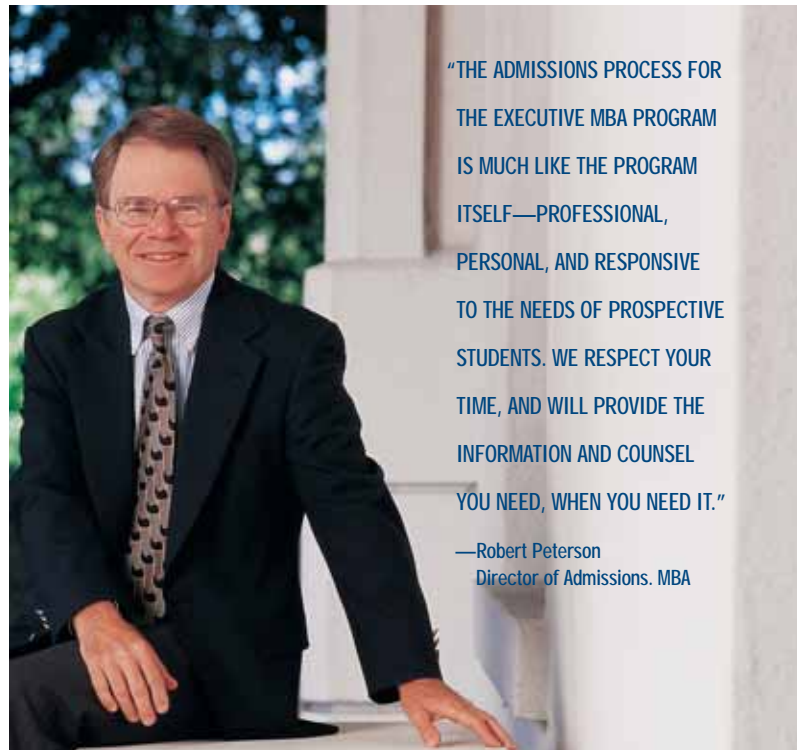
The Saint Mary's College Executive MBA Program admits accomplished professionals from a wide range of business backgrounds. Applicants are required to have a minimum of five years of management experience and at least a bachelor's degree from an accredited college or university. Candidates are expected to have a full-time position at the time of application, although exceptions are granted under certain conditions. Please consult the Director of Admissions for further information.

Candidates for admission are evaluated on the basis of past academic performance, extent and nature of business experience, experience in a managerial role, potential for leadership, and other personal qualities that indicate academic and professional promise. The GMAT is not required, but may be submitted as additional evidence of academic preparedness. A personal interview is a required part of the admissions process.

Students are admitted to the Executive MBA Program three times a year, in the autumn (October), winter (January), and summer (July) quarters. Applications are accepted at any time during the year. Admissions interviews for each quarter are typically conducted during the quarter preceding the beginning of the quarter to which the candidate is applying.

TUITION AND PAYMENT INFORMATION

Each Executive MBA class cohort pays a specific tuition fee for the program as a whole. Tuition is paid in six quarterly amounts due at the beginning of each quarter of the program. The College makes loans and payment plans available to Executive MBA students; moreover, many students may also qualify for financial assistance through their company or another program. For more information, contact our office of Financial Aid at **925.631.4370** or our Graduate Business Office at **925.631.4500**.



“THE ADMISSIONS PROCESS FOR THE EXECUTIVE MBA PROGRAM IS MUCH LIKE THE PROGRAM ITSELF—PROFESSIONAL, PERSONAL, AND RESPONSIVE TO THE NEEDS OF PROSPECTIVE STUDENTS. WE RESPECT YOUR TIME, AND WILL PROVIDE THE INFORMATION AND COUNSEL YOU NEED, WHEN YOU NEED IT.”

—Robert Peterson
Director of Admissions, MBA

SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION GRADUATE BUSINESS PROGRAMS

Dean, School of Economics and Business Administration
Roy Allen, PhD

Associate Dean, Director of Graduate Business Programs
Guido Krickx, PhD

Director of Admissions
Robert Peterson, MBA

Manager, Program Services
Lorraine Lambert

LOCATIONS

Main Campus
Saint Mary's College
1928 Saint Mary's Road
Moraga, California 94556

San Ramon
San Ramon Valley Learning Center
3301 Crow Canyon Road
San Ramon, California 94583

South Bay
Network Meeting Center in Techmart
5201 Great America Parkway South 122
Santa Clara, California 95054

Sacramento
1750 Howe Avenue, Suite 125
Sacramento, California 94825

