



## **GLOBAL EMBA**

**A. B. Freeman School of Business**

**Tulane University**

## GLOBAL EMBA

### (A Global Business Curriculum for Executives)

The **Global EMBA** is a special global business curriculum available to executives in Asia who seek to broaden their international business education and experience and aspire to global business leadership positions in the world economy. This is a graduate program which provides:

- a. a **global perspective** through travel and selected real business cases focused on strategy in the major business regions of the world,
- b. an **international leadership and team building challenge** through teamwork in a unique international cohort, and;
- c. a dual graduate degree program enabling students to complete an MBA (Asia) and a **Master of Business Administration** (Tulane University, USA) **OR** an MBA (Asia) and a **Master of Global Management** (Tulane University, USA).

### The International Module

Managers who are pursuing or have completed the MBA degree at selected Asian business schools may opt to enroll in a special international module which is comprised of six 3-hour courses offered in five different cities. The courses focus on international leadership, teambuilding, and global business strategy. The international module is offered in an executive format to accommodate travel and accelerated graduate study. Participants will join a cohort of executives from Asia, Latin America, and the United States. Participants will travel in an international cohort for experiential learning and graduate study in the **US, China, Latin America, and Europe**.

Participants receive 18 graduate credit hours from Tulane upon completing the international module. These credits will be combined with 18 graduate credit hours transferred from the MBA program at their home institution to comprise the **Master of Global Management** degree requirement of 36 semester credit hours.

In addition, participants may elect to enroll in two additional courses offered in **New Orleans** and receive 6 hours of graduate credit. These 24 credit hours from Tulane will be combined with 24 hours of graduate course credit transferred from the MBA program at their home institution to comprise the Master of Business Administration (MBA) degree requirement of 48 semester credit hours.

Academic credits transferred from home institutions should cover the following management areas:

<b>Subject</b>	<b>Semester Credit Hours*</b>
Accounting	4
Economics	4
Statistics	2
Finance	2
Communications	2
Operations Management	2
Organizational Behavior/Theory	2
Strategy	2
Business Electives	4
<b>Total</b>	<b>24</b>

*\* Semester credit hours are calculated as the number of classroom hours per week throughout the semester*

### **Program Costs**

Tuition is \$22,000 for the Master of Global Management program (18 semester credits), and \$29,000 for the Executive Master of Business Administration program (24 semester credits). Tuition includes graduate instruction plus the books and materials required for these courses. In addition, housing and two meals (breakfast and lunch) per day will be provided on all instructional days outside of the student's home city. Housing and meals will not be provided for the courses offered in a student's home city.

Participants will be responsible for their own transportation expenses to and from the city where classes will be held as well as travel within those cities unless otherwise provided by the program.

### **Admission Requirements**

Applicants must have an undergraduate degree and at least three years of managerial experience. They must have completed an MBA within the last five years or currently enrolled in an MBA program of a school selected to participate in this program. Applicants must be proficient in English. Proficiency will be assessed by interviews and writing samples.

## The Curriculum

Location*	Courses	Credits	Schedule*
New Orleans**	Leadership/Managing People	Four credits	Jan 17-23, 2009
New Orleans**°°	Global Environment of Business	Three credits	Jan 26-31, 2009
Madrid**	Global Strategy & Competition	Three credits	Jun 15-20, 2009
Madrid**	International Finance	Three credits	Jun 22-27, 2009
Shanghai**	International Entrepreneurship	Three credits	Oct 19-24, 2009
Beijing**	International Marketing	Two credits	Oct 26-31, 2009
New Orleans°	New Venture Creation	Three credits	Jul 6-10, 2010
New Orleans°	Valuation & Financial Strategy	Three credits	Jul 12-16, 2010

\* Subject to change

\*\* Required courses

° Elective courses

°° Participants may elect to complete course in Mexico City (Dec 14-19, 2009)

## Course Descriptions

### Managing People Internationally/Leadership & Ethics

These two courses address managing people in organizations and developing leadership skills in multi-cultural settings. Leadership is analyzed in terms of personal characteristics of effective leaders. What are the qualities that great leaders possess? How can we develop those qualities in ourselves and in others? Are there cultural differences in leadership? Leadership is also examined from a functional point of view. What are the most important functions of a leader in an organization? What are the best ways for accomplishing those functions? Special attention is paid to decision making and strategic change, performance management and staffing as well as exploring critical skills for global management.

### International Finance

This course is designed to provide an integrated view of international financial markets and the management of multinational firms. It will begin with an examination of markets for spot exchange, currency forwards, options and swaps. For each of these markets, we will study the valuation of instruments traded in these markets. Next, the course will focus on issues that multinational managers are required to deal with: (i) managing exposure to exchange rates, (ii) financing in international capital markets, and (iii) international capital budgeting.

### Global Environment of Business

The course is organized around three major topics: (1) the differences in the business environment across nations from a social, cultural and political perspective as well as the effect of business environment on managerial decisions. (2) Firm's international expansion and entry strategies. (3) International business operations and management across borders. Although the course is based the general theory on international

business, cases and lectures emphasize the Latin American business environment and the opportunities for Latin American companies worldwide.

#### Global Strategy & Competition

This course focuses on two main objectives: (1) understanding the patterns of global competition in a given industry, what are the forces pushing toward globalization, how do they affect the players, and what are the factors underpinning the success of global competitors in the industry, and; (2) examining the ways to design a strategy for competing efficiently in global markets, how to redesign the value chain of the firm across the globe, and how to successfully enter foreign markets? Although “global” in design, methods and concepts taught, the course will have a “European touch” (textbook, cases selected and lectures dedicated to Europe.)

#### International Entrepreneurship

This course focuses on planning at the executive level. It begins by building a foundation of techniques and principles applicable to all forms of plans. Unique to this course is the use of local sites and local executives as resources in developing understanding of issues specific to executive level planning in Asia.

#### International Marketing

This course deals with the different stages and challenges of a firm’s international expansion efforts. The course is organized around four topics: 1) international marketing in the early stages of a firm’s expansion, including analysis and understanding of the business environmental factors (such as cultural, political, and legal issues) that affect marketing decisions; 2) the role of research for growth and for detecting opportunities across markets; 3) the dilemma of product/service adaptation vs. marketing program standardization for consumer/business markets across specific countries; and 4) how to plan, organize and implement a global marketing program.

#### New Venture Creation

The course objective is to train the student to apply the skills learned in the functional area courses to the task of identifying and evaluating new venture opportunities. Working in teams, each student will learn to identify, conceptualize, evaluate, plan, finance, launch, manage, and harvest new ventures. In addition, intrapreneurship, the application of entrepreneurial methods of management to established organizations, will be discussed.

#### Valuation and Financial Strategy

This course studies advanced corporate valuation using discounted cash flow, comparables, and option techniques. Steady state valuation is followed by valuation when leverage is planned to rise then recede over time to a target level, as occurs in buyouts, takeovers, defensive repurchases, project finance, and other HLTs. Additional understanding of valuation in an international/cross-border setting is then pursued. Valuation in a project finance setting is also examined. Financing topics are interspersed, using equity, bank debt, complex debt, and hybrid securities.

## **Faculty**

### **Salvatore Cantale**

Received his Ph.D. at INSEAD, Fontainebleau France, and has been with Tulane University for over 8 years. He had appointments at City University of Hong Kong, Yale University, Erasmus University (The Netherlands), and New York University. His research interests are mainly in Corporate and International finance. He received the best paper award for the paper "The Choice of a Foreign Market as a Signal", at the 1998 Global Finance Association, in Mexico City, Mexico, and the Best Paper Award for the paper "Bank Capital requirements and Managerial Self Interests", at the 1997 Southern Finance Association, Baltimore. For Tulane, he teaches various classes at the undergraduate, MBA and Executive MBA level and has been nominated 4 times as Executive Professor of the Year.

### **Alain Dumont**

Holds the diploma of HEC Paris Graduate School of Management and a Master of Arts at Paris Sorbonne. The first part of his career has been with Eurequip, a consultancy in which he developed an expertise in international business and corporate strategy. He later joined HEC as a professor of Strategy and Business Policy. His field of research and teaching has been in international strategy and in innovation management. He is the author of three books in these domains: "The technical challenges and opportunities of a United Europe" (Pinter Press. 1990), " Histoire(s) d'innover " (Interéditions. 1992) and "Innover dans les services" (Village Mondial. 2001) Alain Dumont is a visiting professor at Tulane University (New Orleans. USA) where he teaches a course of "Global Strategy". He has also been a faculty Vice-President with Gemini Consulting and Cap Gemini Ernst &Young. He is currently serving as chairman and/or board member in small and medium size innovative companies and in a hi-tech investment fund.

### **Mauricio G. González**

Received a Bachelor of Marketing from Tecnológico de Monterrey in Mexico, a Master of International Management from Thunderbird and a PhD in Business from Tulane University. Mauricio González has over 17 years of experience teaching marketing and international business at Tecnológico de Monterrey, in México where he also served as director of the international business program and chair of the marketing department. He has participated in executive training programs in Latin America and for the past four years in Tulane's executive MBA programs. His consulting experience covers more than 15 years in the fields of marketing strategy and sales. His current research interest is related to internal marketing and internal and external brand equity in organizations. Mauricio González is a full-time member of the faculty of Tulane University.

### **Chris McCusker**

Received a Ph.D. in Industrial-Organizational Psychology from the University of Illinois at Urbana-Champaign, where he won a "Dissertation Research Award" from the American Psychological Association for his research on cultural differences in negotiation. Prior to coming to Tulane, Dr. McCusker served on the faculties of Columbia Business School and Yale School of Management. His courses include leadership, negotiation, business

ethics, organizational behavior, power and politics, and human resource management. His coaching specializes in leadership development for technical leaders and those who are facing cross-cultural management issues. Dr. McCusker is a clinical professor of organizational behavior at the A. B. Freeman School of Business at Tulane University, a position he has held for 3 years.

### **James W. McFarland**

Holds a Lee Seinsheimer Chair in Business of the A. B. Freeman School of Business at Tulane University and is the executive director of the Entergy-Tulane energy institute. Dr. McFarland served as the Dean for over 17 years until 2005. Previously, Dr. McFarland was the Dean of the College of Business Administration at the University of Houston. McFarland has also served on the faculties of Texas A&M University, the University of Louisiana-Lafayette, the University of Rhode Island, and the University of New Mexico. Dr. McFarland received a Bachelor of Arts degree in economics and mathematics in 1967 and a doctorate degree in statistics and economics in 1971 from Texas A&M University. He has served on boards and as consultant of numerous private and public organizations. His research findings have been published in books, research monographs, and leading professional journals, including the Journal of Applied Econometrics, Journal of Finance, Journal of International Money and Finance, and Operations Research. Dr. McFarland has worked on research and educational programs throughout the world, including projects in the African Republic of Sudan, Chile, Colombia, Ecuador, France, Great Britain, Italy, Mexico, The Netherlands, The People's Republic of China, Spain, Switzerland, Taiwan ROC, and Venezuela.

### **Jim Biteman**

Dr. Biteman received his Doctor of Business Administration degree from the Graduate School of Business Administration of Harvard University ("Harvard Business School"). There, his studies concentrated in the macro aspects of organizational behavior, specifically in areas of organizational structure and design. His dissertation research, "An Exploratory Study of Rapid, Total Organization Change," focused on the role of the chief executive officer in leading widespread change, particularly during turnaround crises. Dr. Biteman has over twenty-five years of classroom experience, much of it in classes of executive students. Particularly skilled as a case method instructor, Dr. Biteman has taught courses in case method teaching to faculty at other universities. Dr. Biteman brings a wealth of practical experience, both from consulting and from experience in industry, into the classroom.

For more information contact:

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