

**THINK. GROW.  
ANSWER. CONNECT.**

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**THE SMITH**  
**EXECUTIVE MBA**  
**PROGRAM**

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UNIVERSITY OF  
MARYLAND

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ROBERT H. SMITH  
SCHOOL OF BUSINESS

## A MESSAGE FROM THE DEAN

Society today demands ethical and effective leaders. In fact, no other era has demanded more of executive leadership than our own, and no other EMBA program prepares you to meet those needs better than the Smith Executive MBA. The Smith EMBA provides the knowledge, insight and leadership skills to be an effective leader in today's complex world.

As you proceed through the program, you'll notice a change in your thinking. Where you used to see events as isolated and unrelated, you learn to identify critical, complex decision situations that cross multiple functional areas. That's because the Smith EMBA is built upon a systemic approach to management that helps you understand and manage interdependencies. As a result, you'll learn to think through the chaos and provide empowering leadership for your organization.

I encourage you to learn more about our program, talk with current students and faculty, and ask questions to discover how a Smith Executive MBA can help you achieve your leadership potential.



G. "Anand" Anandalingam  
Dean, Robert H. Smith School of Business  
University of Maryland



## ARE YOU READY FOR A LIFE-CHANGING EXPERIENCE?

If you answered "Yes," then you're ready for the Smith Executive MBA. Ranked No. 15 in the United States by the *Financial Times* (2010), the Smith EMBA is a 19-month executive development experience that will transform your thinking and empower you to lead in today's challenging business climate.

### REINVENTING YOURSELF AND THE ORGANIZATION

With a unique focus on executive leadership development, the Smith EMBA is an intense, fast-paced program that will challenge and push you in every way. Typical MBA programs prepare students with functional knowledge of an organization. The Smith EMBA focuses on developing senior leadership and preparing you to go back to your organization and deliver impact.

The core business disciplines are covered in depth but are taught from an executive perspective. The knowledge is then brought to bear on several action learning projects, where you and your classmates create firms, refine processes and learn how to lead change within those firms. Finally, you will focus on the mastery of leadership skills and competencies—beginning with an array of personal development tools and appraisals—to help establish a baseline and measure your progress throughout the program.

**IF YOU'RE READY FOR A LIFE-CHANGING EXPERIENCE...**

**IF YOU'RE AMBITIOUS AND INNOVATIVE...**

**IF YOU'RE READY TO LEAD...**

**THEN THE SMITH EMBA IS THE RIGHT PROGRAM FOR YOU.**

DISTINGUISHED RECOGNITION FOR THE SMITH EMBA PROGRAM

**No. 1**

In Corporate Strategy, World  
*Financial Times*, 2010

**No. 9**

In Entrepreneurship, World  
*Financial Times*, 2010

**No. 15**

EMBA program, U.S.  
*Financial Times*, 2010

**No. 22**

EMBA Program  
*The Wall Street Journal*, 2010



## WHY THE SMITH EMBA?

Three key elements distinguish the Smith EMBA program: mastery sessions, leadership development and action learning projects. Combined with a fundamental core, these elements make up a comprehensive approach to executive leadership you won't find anywhere else.

### FOUNDATION: SYSTEMS THINKING APPROACH

You'll acquire an essential *foundational* knowledge in the core areas of business operations such as human resources, marketing and finance. The rest of the program helps you understand how those areas are interdependent and work together—a systems approach.

### MASTERY SESSIONS

Mastery sessions are a series of relevant seminars to help you master executive-level challenges and cover topics such as how to develop high performance teams, managing conflict, innovation and cross-cultural teams.

### LEADERSHIP DEVELOPMENT

Within the Smith EMBA program is a personalized leadership development program to build your management and leadership skills. Components of this powerful process include:

#### ONGOING EXECUTIVE ASSESSMENT

Our assessment includes a battery of tests based on your personality type, assertiveness in a group, listening tendencies and critical thinking skills. The evaluation culminates in an actionable plan with benchmarks to improve and refine your leadership abilities.

#### EXECUTIVE COACHING

Personalized executive coaching throughout the 19-month program with a professional coach will help leverage your strengths and recognize opportunities for growth.

#### MULTI-SOURCE FEEDBACK

Input from co-workers, managers, customers and direct reports helps you see yourself as others see you. Understanding how others view you and your performance is a constant theme throughout the program.

### ACTION LEARNING PROJECTS

Action Learning Projects (ALPs) are actual consulting projects in which you and your teammates apply your knowledge and skills to solving real problems. The focus of the ALPs is on three broad areas: entrepreneurship, business problem solving and leading organizational change.

## THINK UNDERSTANDING THE CONNECTIONS AND INTERDEPENDENCIES

"My experience at Smith has enhanced my self-confidence and has helped me to become a more effective leader," says Ed Stockton (Government IT), center. Pictured with him are Karen Reinhardt (Global Talent Management) and Jovan Chapman (Military Healthcare). In the background is Jennifer Lee-Harrison (Hospitality).



## REALIZE YOUR FULL POTENTIAL

A demanding curriculum supported by mastery sessions and executive coaching provides the answer you've been looking for to take your career to the next level. The Smith EMBA provides the knowledge to help you:

### THINK LIKE A CEO

By learning to discover links between the disciplines and functions of an organization, you'll learn to think like a CEO across the entire organization, not just a single department. Systems thinking is at the core of the Smith Executive MBA curriculum and the strategic approach embraced by progressive, successful organizations and their leaders.

### LEAD CONFIDENTLY

Through a multi-pronged, personalized leadership development program, you'll master the skills and competencies needed to lead individuals, teams and complex organizations. Knowledge gained will have a direct, real-time impact on you as a contributor to your current organization.

### MAKE MEANINGFUL CONNECTIONS

Grow your network with connections to Smith's distinguished faculty, your classmates and Smith alumni. This new network of contacts will continue to be a valuable resource for you throughout your career.

### ACCELERATE YOUR CAREER

Experience a transformative change in your business knowledge, in the way you approach and solve problems and in your capacity to impact your organization and the world. Whether your goal is to assume more leadership at your current organization or start a company of your own, a Smith Executive MBA will empower you to reach your goals.

# GROW

CONCENTRATED FOCUS ON  
PERSONAL CHANGE

"Realize that if you come to Smith, you're going to get a lot of feedback," says Jennifer Reynolds (Bioscience), right, pictured with director of executive coaching and leadership development, Joyce Russell. "I learned so much that has helped me to grow tremendously as a leader both professionally and personally."

# ANSWER

## ANSWERING REAL-WORLD CHALLENGES

The exchange of ideas and knowledge between a world-class faculty and accomplished students—that is the heart of the Smith EMBA learning community. At the executive level, you expect your professors to be leaders in their field, equally comfortable in the boardroom as in the classroom.

In the Smith EMBA program, that's exactly what you get.

### **TALENTED PROFESSORS, BRILLIANT RESEARCHERS, DEDICATED MENTORS**

Many Smith faculty members serve as consultants or have significant international experience working for leading institutions, corporations, government and multilateral agencies. When not in the front of your classroom, you'll find Smith teachers working by your side, facilitating teams and serving as mentors. Smith faculty relish the exchange of ideas and the excitement of teaching experienced professionals.

Members of the Smith EMBA faculty include, left to right: Rob Sheehan, academic director; Joyce Russell, director of executive coaching and leadership development; Progyan Basu, Tyser teaching fellow and cohort director; Rajshree Agarwal, professor, strategy; Alex Triantis, professor and chair, finance; Raghu Raghavan, professor, decision, operations and information technologies.

SMITH FACULTY HAVE BEEN CONSISTENTLY RECOGNIZED AMONG THE TOP-RANKED FACULTIES IN THE WORLD, INCLUDING:

**No. 2**

In Intellectual Capital  
*BusinessWeek* (MBA), 2010

**No. 7**

In Research Productivity, World  
University of Texas, Dallas,  
Top 100 Business School  
Research Rankings, 2010

**No. 9**

In Faculty Research, World  
*Financial Times* (EMBA), 2010

# CONNECT

## DEVELOP LASTING RELATIONSHIPS IN THE COHORT EXPERIENCE

Ask any Smith EMBA alumnus what they value most from the program and the answer invariably is: My cohort. The Smith EMBA experience begins with the idea of putting 30 to 40 people together as a group on a 19-month journey of learning and self-discovery. Along the way, deep and lasting ties are developed, as you collaborate on new business ideas, explore new career options and provide support for each other. This intense, cohort-based learning experience is rare in academia, but it's the keystone of the Smith EMBA program. The bonds you create with your classmates during team sessions, on Friday evenings and at study groups will serve you for life.

### CONTINUOUS LEARNING AND NETWORKING: THE EMBA ALUMNI EXPERIENCE

The connections you make with your classmates during your time in the EMBA program grow exponentially as you become a member of the Smith EMBA alumni community. This community is your continuing source of insight, inspiration, support and fun. In addition to informal networking, the EMBA community gathers several times during the year. Whether at a downtown D.C. hotel, as a part of an experiential learning event or at the College Park campus, these special events are a great way to keep your knowledge current and also connect with classmates, faculty, staff and current students.



"I'm in healthcare, yet I've gained incredibly helpful insights from my colleagues in a variety of other fields. I recently purchased a new business outside of healthcare. My cohort colleagues were extremely generous in helping me get established and off to a successful start," says James Green (Healthcare), left, with Jeff Lupisella (Marketing Communications), middle, and Marty Sullivan (Government Consulting).

## EXPERIENCE BUSINESS ON A GLOBAL SCALE

Smith EMBA students are going places—to China, India, South Africa and more. Within the EMBA curriculum, students have the option of enrolling in an exciting 10-day study abroad program that takes you and your classmates inside the operations of successful multinational corporations. Throughout the 10-day trip, you will meet with executives and tour their facilities. Ample time is provided to experience the rich cultural and social life of the host country.

### SAMPLE COURSES FROM THE GLOBAL STUDIES PROGRAM INCLUDE:

- Doing Business in China:  
The Special Administrative Regions of Hong Kong and Macau
- Europe: Energy Infrastructure Investment
- Competitive Advantage through an India Strategy
- Israel: Examining the Startup Nation
- Malaysia: Islamic Finance
- Entering the South African Market



“Everything about my trip to China was fantastic,” says Burak Kotan (Engineering). “It pulled together all of my classwork and introduced me to good contacts inside some interesting companies. Best of all, traveling with other students and spending time with them provided a really enriching experience I’ll never forget.”

## MAKING AN IMPACT WITH THE ACTION LEARNING PROJECT

Practical, productive and rewarding, the Action Learning Project (ALP) is a high-impact way to develop your ability to think and lead across an organization by applying what you have learned in the classroom. Working with a faculty adviser, ALP teams focus on solving a problem put forth by a classmate within their own organizations. Working within your team, you’re tasked with assessing the problem, allocating resources and creating a solution.

“The Action Learning Project was an opportunity to engage my school experience directly and to **have a real-time impact** on my company’s performance. OPX’s mission is to **deliver operational results** for our clients, yet we didn’t have metrics in place to measure. The EMBA team crafted a customer scorecard and methodology to help measure results, thus **strengthening client relations** and improving performance. OPX has since embraced the scorecard and uses it to engage our clients and foster a culture of results inside the organization. The experience was a personal and professional **triumph**, one that helped me grow as a leader and person.”

—**Kim Sullivan** *Principal, OPX, Smith Executive MBA, 2010*

# SAMPLE CURRICULUM

## TERM ONE

Residence Week  
 Strategic Management  
 Ethical Leadership  
 Financial Accounting  
 Marketing Strategy  
 Managerial Economics and Public Policy  
 Managerial Accounting  
 The Global Economic Environment  
 Leadership Mastery

## TERM TWO

Strategic Information Systems  
 Data Analysis and Decision Making  
 Leadership and Human Capital  
 Financial Management  
 Leadership Mastery  
 Action Learning Project, Entrepreneurship

## TERM THREE: COHORT SELECTIVE OR GLOBAL STUDIES TRIP

## TERM FOUR

Operations Management  
 Ethical Management  
 Strategic Management  
 Leadership Mastery  
 Action Learning Project, Business Problem Solving  
 Action Learning Project, Leading Change

## TERM FIVE

Integrative Business Simulation

### SUCCESSFUL APPLICANTS HAVE:

An undergraduate degree with a minimum GPA of 3.0  
 8 to 10 years of progressive professional experience  
 3 to 5 years of management experience

# SNAPSHOT

## FORMAT

In addition to a one-week residency at the beginning and end of the program, the Smith EMBA is a 19-month executive development program, with classes meeting approximately every other Friday and Saturday. All residency charges are included in the tuition.

## ADMISSION

Admission is highly competitive and based on significant, relevant professional and managerial work experience, prior academic performance and personal attributes. Each applicant is considered on an individual basis.

The GMAT is not mandatory. However, applicants must demonstrate an ability to successfully complete quantitative coursework. Candidates without demonstrated success in undergraduate or graduate quantitative coursework may be asked to demonstrate these abilities in other ways (e.g. GMAT).

## SMITH EMBA TYPICAL CLASS PROFILE

Number of Students	35-40
Average Age	37
Range of Age	32-43
Average Years Work Experience	14
Average GPA	3.22
Advanced Degrees	28%
Women	25%
Minority	30%
International Origins	22%

## POSITIONS HELD

Chief Executive Officer
Chief Financial Officer
Chief Information Officer
Chief Operations Officer
Corporate Policy Officer
Deputy General Counsel
Director, Global Talent Management
Enterprise Account Manager
Legislative Director
Product Promotions Manager
Project Director
Scientist/Engineer
Senior Database Administrator
Senior Consultant
Software Engineer
Vice President

## INDUSTRIES REPRESENTED

Financial Services	14%
Information Technology	14%
Healthcare	11%
Not-For-Profit	8%
Telecommunications	8%
Consulting	6%
Marketing	6%
Energy	6%
Food and Beverage	6%
Government	6%
Automotive	3%
Biotechnology	3%
Defense	3%
Entertainment	3%
Hospitality	3%

## ROBERT H. SMITH SCHOOL OF BUSINESS

The Robert H. Smith School of Business is an internationally recognized leader in management education and research. One of 12 colleges and schools at the University of Maryland, College Park, the Smith School offers graduate, full-time and part-time MBA, executive MBA, MS, PhD, and non-degree executive education programs, as well as outreach services to the corporate community.

The University of Maryland is an equal opportunity institution with respect to both education and employment. The university's policies, programs and activities conform to pertinent federal and state laws and regulations on non-discrimination regarding race, color, age, national origin, sex, disability and sexual orientation.



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