



# TWU

## Executive Master of Business Administration (EMBA) Program

**The EMBA program is designed for working professionals.**

Each class is a blend of 51% online learning and 49% **classroom instruction on three Saturdays** offered in approximately six week modules. You may complete your MBA in as little as 15 months.

**Study Tours** are available for elective credit. Destinations include Asia, Costa Rica, Greece, Ireland, Mexico, Montreal, New Zealand, Italy, etc.

### EMBA Class Locations:

Denton,  
DFW,  
Ft. Worth,  
Plano, and  
Houston.

**Requirements to enter EMBA program:**

- Five years work experience
- Undergraduate Degree from Accredited University
- Undergraduate GPA of 3.0
- All official transcripts
- Two letters of recommendation
- Current resume
- Online Application to Graduate School

The GMAT or GRE have **not** proven to be highly predictive of student success. TWU School of Management has currently suspended these tests for admission into our EMBA program.

*International Students need to contact the International Office for further requirements that may be needed.*

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**Included in this information packet are:**

- Frequently Asked Questions
- EMBA Course sequence
- Master's Degree Plan
- Course Descriptions
- Explanation of Distance Education
- Class locations
- Application procedure
- Financial Aid and Scholarship information
- Frequently Used Numbers

# Frequently Asked Questions About the EMBA Program

**1. How long will it take to complete the EMBA program?**

The program is structured so students can graduate in 15 - 16 months while continuing to work full-time.

**2. How many credits and courses are required for graduation?**

36 credit hours (12 courses of 3 credits each) are required.

**3. Is the GMAT or GRE required for admission?**

No. There is no GMAT or GRE requirement for admission to the EMBA program.

**4. Are any course prerequisites needed before entering the program?**

No, there are no prerequisites.

**5. Do I need an undergraduate degree in Business to enter this program?**

No, an undergraduate degree from an accredited university is sufficient.

**6. If I had a GPA of 3.0 or lower as an undergraduate, will the school consider my application?**

If your GPA was low, your completed file will be evaluated by an Admissions Panel. They will make recommendations regarding your admission into the program.

**7. What is the requirement to gain admission to this program?**

Five years of managerial experience is required. Apply online with a \$50 non-refundable fee (\$75 for International applicants). Also, supply official transcripts, current resume, and two letters of recommendation.

**8. How can I speed up the process of reviewing my application?**

The process cannot proceed until you have provided the University with all required information.

Note: Original transcripts (no photocopies) must be submitted before your application is completed – therefore contact your undergraduate school(s) as soon as possible.

**9. Can I transfer credits from other institutions to this program?**

A maximum of two courses or six credit hours may be transferred, as long as the courses are not more than five years old and from an accredited university with a grade of 'A' or 'B'. Submit request for transfer in writing as soon as possible.

**10. How will I know I am accepted into the program?**

You will receive an admissions letter from the TWU Graduate School indicating your status.

**11. What degree will I have when I finish the EMBA program?**

MBA – Master of Business Administration degree

**12. Is this program designed for women only?**

No, this program is specially designed for working professional. Both men and women participate.

**13. How much is the tuition for this program?**

You will pay regular university tuition and fees with no added premiums. Therefore, each course of 3 credit hours costs approximately about \$1000 based on instate tuition rates.

Note: Don't forget to ask your current employer about education reimbursement or look into financial aid.

**14. Are the classes 100% online?**

This program is delivered through a combination of 51% online distance learning and 49% classroom instruction.

**15. What is the format for the EMBA program?**

It consists of three consecutive course modules in each term. Classes are a blend of online learning with three Saturday sessions from 9:00am to 5:00pm. Classes are offered in approximately six week modules.

**16. Where will my classes be held?**

Courses are held at several locations for your convenience: Ft. Worth, Plano, and in Houston, Texas.

**17. Can I manage to study this program if I work full-time?**

Yes. The program is geared towards the working professionals. The flexible course schedules allow you to maintain your regular work schedule as well as personal life commitments.

**18. How many hours are considered full-time?**

Full-time graduate studies are nine hours a semester including summer sessions.

**19. Can I exceed nine hours in a semester?**

To take more than nine hours in any one semester the student must be approved by the department and faculty advisor.

**20. What if I do not follow the module?**

Classes taken out of sequence may cause scheduling issues for the student as he or she progresses. Whenever possible, please follow the suggested module for starting classes. We recommend the following classes to start:

- Bus 5523      Management and Organizations,
- Bus 5663      Managerial Decision Making,
- Bus 5933      Business Ethics.

**21. What is the website address for EMBA information?**

Our EMBA website address is [www.twu.edu/som](http://www.twu.edu/som)

**22. Who should I contact for information?**

Our direct line is (940) 898-2121 or (940) 898-2111, Monday through Friday from 8 a.m. to 5 p.m. or email [EMBA@twu.edu](mailto:EMBA@twu.edu)

# Recommended EMBA Course Sequence

It is important for you as a beginning student to take Business 5663, Business 5933, and Business 5523 during your first two semesters. These classes will set the stage for all future classes you will take. If you have already completed coursework in these areas or feel as though you have a graduate class that could be substituted, please contact your Faculty Advisor.

## 1<sup>st</sup> Semester

- BUS 5523 – Management and Organization
- BUS 5663 – Managerial Decision Making
- BUS 5933 – Business Ethics and Legal Environment

## 2<sup>nd</sup> Semester

- BUS 5433 – Managerial Accounting
- BUS 5133 – Marketing Management
- BUS – Elective

## 3<sup>rd</sup> Semester

- BUS 5243 – Administrative Managerial Finance
- BUS 5923 – Global Business
- BUS – Elective/Study Tour

## 4<sup>th</sup> Semester

- BUS 5963 – Management of Operations
- BUS 5453 – Business Leadership
- BUS 5893 – Applied Business Environment (Capstone Course)

**Note:** You are required to take BUS 5893 – Applied Business Environment (Capstone Course) in your **final** semester.

We advise that you take BUS 5433 – Managerial Accounting course **prior** to taking the BUS 5243 – Administrative Managerial Finance.

*Students may only register for a maximum of 9 credit hours. (3 courses per academic semester). At the graduate level 9 credit hours is considered full time.*

**TEXAS WOMAN'S UNIVERSITY - GRADUATE SCHOOL**  
**Master's Degree Plan**

<b>NAME:</b>		<b>TWU ID:</b>	
<b>Permanent Address:</b>			
Residence or P.O. Box	City	State	Zip
<b>Local Address:</b>			
Home	Work	Cell	
<b>Telephone:</b>			
<b>Bachelor's Degree:</b>	<b>Institution Conferring Degree:</b>	<b>Date Conferred:</b>	

<b>Semester Admitted to Graduate School:</b>		<b>Please check:</b> <input type="checkbox"/> <b>UNCONDITIONAL</b> <input type="checkbox"/> <b>PROVISIONAL</b>	
<b>Provision(s), if any:</b>			<b>Date Cleared:</b>
<b>Master's Degree to be earned:</b> MBA - Master of Business Administration	<b>Major:</b> Business Administration	<b>Minor:</b>	<b>Date of Expected Graduation:</b>

PROGRAM FOR THE MASTER'S DEGREE (List TOTAL degree program, with dates completed or planned and grades for those completed. Indicate mandatory courses with an asterisk.)

A. Approved courses to be transferred from other Institutions.					
Institution	Course Number	Course Title	Semester Hours	Date Completed	Grade

B. Courses at Texas Woman's University				
Course Number	Course Title	Hours	Date Completed	Grade
Bus 5663	Managerial Decision Making			
Bus 5933	Business Ethics & Legal Environment			
Bus 5523	Management and Organization			
Bus 5433	Managerial Accounting			
Bus 5133	Marketing Management			
Bus	Elective			
Bus 5243	Administrative Managerial Finance			
Bus 5923	Global Business			
Bus	Elective			
Bus 5453	Business Leadership			
Bus 5963	Management of Operations			
Bus 5893	Applied Business Environment (Capstone)			
<b>TOTAL HOURS:</b>		<b>36</b>		

Examinations: Write NR if not required; otherwise, note clearance date.

Approval for:	GRE/GMAT - NR	Foreign Language	Comprehensive Exam - NR
Names of Advisory Committee:	Dr. Paula Ann Hughes		

**APPROVED:**

Major Professor	Date	Chair of Major Department	Date
Dean of College/School (if applicable)	Date	Graduate Dean	Date

In accordance with Leg. HB 1922, an individual is entitled to: request to be informed about the information collected about them; receive and review their information; and correct any incorrect information.

Disclosure of your social security number is required in order to match the identity of the student with Graduate School records at Texas Woman's University. Your social security number will be used as a unique number to identify you. Any further disclosure of your social security number will be governed by the Public Information Act (Chapter 552 of the Texas Government Code).

# EMBA Course Descriptions

Courses with an asterisk\* can be taken as electives.

## **Bus 5133 – Marketing Management**

Course Description – Study of major marketing problems from the point of view of the marketing executive; sales force organization; sales promotion, credit management, cost control, and advertising. Credit: Three hours.

## **\*Econ 5143 – Advanced Managerial Economics**

Course Description – Application of economic principles and techniques in solving management problems in the areas of demand analysis, sales forecasting, production and cost analyses, pricing policies, capital budgeting and economic controls; use of linear programming techniques. Credit: Three hours.

## **Bus 5243 – Administrative Managerial Finance**

Course Description - Analysis of the financial administration of sole proprietorships, corporations, government agencies, and non-profit organizations; short- and long-range financial planning; cash management; capital budgeting; social responsibilities. Credit: Three hours.

## **\*Bus 5273 – Human Resource Administration**

Course Description – Human resource programming, job requirements, sources of labor supply, selection procedures, training programs, job evaluation, salary administration, employee communication, union- management relations. Credit: Three hours.

## **Bus 5433 – Managerial Accounting**

Course Description – Use of accounting information in decision- making; statement of changes in financial position; budgets, responsibility accounting, and quantitative techniques. Credit: Three hours.

## **Bus 5453 – Business Leadership**

Course description – Study of the dynamics of leadership of small groups to large organizations. The application of leadership theory is stressed for both profit and not for profit environments. Credit: Three hours.

## **Bus 5503 – Economic International/Domestic Study Tour- Elective**

Course Description - This course is designed to give students a first-hand look at culture and business in a foreign country. Students will spend a week, visiting with business and/or government officials to learn more about doing business in that country. Through this exposure students will broaden their understanding of the distinctive characteristics of global business operations. As a result, each of the functional areas of business (marketing, operations, finance, human resource management, and strategic management) will be emphasized. Background readings, pre-trip information session, and specific course deliverables are required.

**Bus 5523 – Management and Organization**

Course Description - Study of the management and administrative roles in business organizations, including hospitals, schools, and government. Principles of management and specific concepts about organizations including behavior, motivation, status, group dynamics, leadership, information-decision systems, organizational structure, managerial planning and control. Credit: Three hours.

**Bus 5663 –Managerial Decision Making**

Course Description - Advanced topics in statistical inference relating to decision-making and research in business and economics; probability theory, tests of hypotheses, a sampling and experimental design, multiple correlation and non-parametric statistical methods. Credit: Three hours.

**\*Bus 5703 – Coaching and Mentoring**

Course Description – Techniques for guiding individuals, groups and organizations to be effective, productive, and fulfilled. Contrasts between coaching and mentoring, between self-development and work performance, and between personal and organization coaching or mentoring. Credit: Three hours.

**\*Bus 5723 – Training and Development**

Course Description – Roles of the training manager, the training developer and the trainer in improving employee performance. Business plans for a training department; training standards, policies, budgets; marketing, developing, and delivering successful training programs; monitoring, evaluating and reporting training results. Credit: Three hours

**Bus 5893 – Applied Business Environment (Capstone)**

Course Description – The last class in the program designed to bring a strategic and integrative perspective. Groups work on strategic initiatives for proposed or actual companies. Credit: Three hours.

**\*Bus 5903 – ST: Management of Health Services Organization**

Course Description – Introduction to the theories, concepts, techniques, functions, and methods of management as they relate to the health services organizations generally, with specific emphasis on hospitals. Credit: Three hours.

**\*Bus 5903 – ST: Project Management**

Course Description - The course is organized around the project management life cycle to mirror the way a real-world project would be executed. It provides you with essential project management concepts and ties them into the Project Management Body of Knowledge developed by the Project Management Institute. It includes a discussion of the integration of parent organization's strategies into project selection and management; as well as risk management and assessment in the project management process. Credit: Three hours.

**\*Bus 5903 – ST: Strategic Information Systems**

Course Description - Transformation is the key to survival in today's highly competitive markets. This course will focus on how organizations can successfully use IT to transform themselves and achieve the competitive advantage in the new digital economy from a global perspective. This course focuses on innovative uses of information systems and technology relevant to business functions. Its real-world orientation, solid theoretical backing, and global perspective provide comprehensive coverage of the information systems field. Case studies and group activities help reinforce concepts in e-commerce, knowledge management, business process reengineering and network computing. Credit: Three hours.

**\*Bus 5903 – ST: E-Business**

Course Description – E-business (electronic business), derived from such terms as "e-mail" and "e-commerce," is the conduct of business on the Internet, not only buying and selling but also servicing customers and collaborating with business partners. Today, major corporations are rethinking their businesses in terms of the Internet and its new culture and capabilities. Companies are using the Web to buy parts and supplies from other companies, to collaborate on sales promotions, and to do joint research. Increasingly, much direct selling is taking place on the Internet of computer-related equipment and software. With the security built into today's browsers and with digital certificates now available for individuals and companies, much of the early concern about the security of business transaction on the Web has abated and e-business by whatever name is accelerating.

This course provides an overview of the elements of e-Business such as strategy, technology, relationships, and related issues and examines the rise and fall of the dot-coms of the 90s and the prospectus for future stability of the market. Credit: Three hours.

**\*Bus 5903 – ST: Conflict Resolution**

Course Description – A basic premise of this course is that conflict is inevitable, and if mismanaged can lead to serious consequences that can be costly for the organization. Conflict is healthy if managed correctly. Conflict also provides an opportunity for change. Conflict strategies that worked well in the past will not necessarily continue to work well in the future, and changes that helped one type of firm may harm another. In sum, the goal for this course is to further your academic, professional and personal development. This class will help you become more aware of yourself and your effect on others around you, as well as helping you develop a conceptual framework for understanding the full range of elements present in conflict situations. Credit: Three hours.

**Bus 5923 – Global Business**

Course Description – Similarities and differences in business practices and management styles of global firms across a variety of industries; strategies employed to gain competitive advantage in international markets in the context of NAFTA; impact of history, culture, and current political environment on the global economy. Credit: Three hours.

**Bus 5933 –Business Ethics & Legal Environment**

Course Description – A critical examination/evaluation and discussion of ethical alternatives with respect to decision-making and action in business and managerial practice. Examines contemporary cases involving personal, social and legal issues as well as theoretical and empirical foundations in the classical system of ethics. Credit: Three hours.

**Bus 5963 – Management of Operations**

Course Description – Process and project management and development of functional strategies to create value for an employer and their consumers; management tools and approaches for analyzing operations and applications to a wide variety of managerial decisions. Credit: Three hours.

# Distance Education at TWU

A Distance Education course is one in which over 50 percent of the instruction is delivered via satellite, compressed video, Internet, or other electronic means. All Distance Education courses/programs are subject to the same academic standards as those offered on campus.

Distance Education courses are highly interactive. In addition, face-to-face sessions are offered in more convenient class locations, and the need for weekly commutes to campus is virtually eliminated. TWU faculty work hard to bring a full experience to distance learning students, and students receive quality feedback and communication with the faculty.

Online courses through TWU use a web-based software program called **Blackboard**. Students enrolling in an Internet course are required to have access to a computer with Internet connections. Web-based classes and resources may be accessed from a variety of locations including homes, offices, schools, public libraries, and local college or universities.

## **Distance Education**

Laura Macsas (940) 898-3409

## **Blackboard Support** (940) 898-3706

Email: [Blackboard@twu.edu](mailto:Blackboard@twu.edu)

<http://www.twu.edu/blackboard/>

## **Help Desk** (940) 898-3971

You may also access information on Distance Education at TWU on the web at:

<http://www.twu.edu/de>

# **EMBA Class Locations**

Additional details/maps can be found on [www.twu.edu/som/class-locations.asp](http://www.twu.edu/som/class-locations.asp)

## **Fort Worth**

Education Services Center, Region XI  
3001 North Freeway  
Fort Worth, TX 76106  
(817) 740-3600

## **DFW**

American Airlines Training and Conference Center  
4501 Highway 360 South  
Fort Worth, TX 76155  
(817) 956-1000

## **Plano**

Sockwell Center  
6301 Chapel Hill Blvd.  
Plano TX. 75093  
(469) 752-4752

## **Denton**

TWU  
304 Administration Drive  
Denton, TX 76204  
(940) 898-2111

## **Houston**

Institute of Health Sciences-Houston Center  
6700 Fannin St  
Houston, TX 77030  
(713) 794-2000

# Application Procedure

1. Apply online by completing the Texas Common Application form at: <http://www.applytexas.org> and pay the applicable Graduate School Application fee.
2. Submit official Transcripts (undergraduate and graduate) from every college/university attended to:

## **Application Materials Mailing Address**

Texas Woman's University  
Office of Student Records  
P.O. Box 425649  
Denton, TX 76204

## **Materials Overnight Mailing Address (Mon-Fri)**

Texas Woman's University  
Office of Student Records (ACT Building, 1st Floor)  
304 Administration Dr  
Denton, TX 76204  
Ph: (940) 898-3076

3. Submit two letters of recommendations and your current resume/professional vitae to:

### **Via Email:**

Dr. Paula A. Hughes, Ph.D., Director - School of Management at:  
EMBA@twu.edu  
Copy Linda Wee on email at:  
LWee@twu.edu

### **Or Via Mail:**

School of Management  
Texas Woman's University  
CFO # 510  
PO Box 425738  
Denton TX 76204-5738

To check your status and confirm receipt of materials, please contact:  
Office of Student Records: Toll Free 1-(866) 809-6130 or (940) 898-3076.

# Financial Aid and scholarships

## *Steps to Hassle-Free Financial Aid*

1. Complete the [Free Federal Application \(FAFSA on the Web\)](#) using completed tax returns.
2. Complete all sections of the [TWU Financial Aid Certification and Information Form](#).
3. Have all required financial aid forms and requested information in to the TWU Financial Aid Office by the deadline.
4. Read and respond promptly to any information received from the TWU Financial Aid Office.
5. Complete [TWU Debt Management/Loan Counseling](#) if you have not already done so at TWU, and if you are applying for a student loan. This can be completed at our [Entrance Loan / Debt Management Counseling](#) page.
6. Pre-register at your scheduled time or at least 30 days prior to the beginning of each semester for which you have applied for financial aid.
7. Enroll in at least six semester hours each semester for which you apply for financial aid.
8. Know your satisfactory academic progress requirements. Consult the TWU Financial Aid Office if you are an undergraduate student and plan to drop below 12 semester hours, or if you are a graduate student and plan to drop below 6 semester hours.
9. Have a declared major on record in the [Registrar's Office](#) if beyond the freshman classification.
10. Keep your mailing address, e-mail address and phone number up to date with the [Registrar's Office](#), [TWU Portal](#) Account and [TWU OneCard](#).
11. Activate your [TWU OneCard](#) as soon as you receive it. You cannot receive a financial aid refund without activating your [TWU OneCard](#).
12. Accept your Federal Stafford Loan, Parent Loan and/or Graduate PLUS Loan when awarded by going to the [TGSLC Loans by Web](#) website. You may reduce your loan or decline the entire loan amount at this web site.

# Scholarship Information

**The Scholarship application will be available on pioneer portal mid-October. The deadline for 2011-2012 scholarship application is March 1st 2011.**

Texas Woman's University offers several scholarship opportunities for both new and continuing students. You may complete a scholarship application on-line. Students who are awarded scholarships will receive a personalized scholarship offer letter from the TWU Financial Aid Office. Students must return the letter by the deadline to avoid having the scholarship cancelled. Students not awarded scholarships will also be notified.

## **Out-of-State Waivers**

Out-of-state students who are awarded \$1,000 or more in TWU academic scholarship funds may qualify to pay tuition at the Texas resident rate. Eligible students will be notified if they qualify for an out-of-state tuition waiver.

## **Eligibility**

To be considered for scholarships students must meet the following criteria:

- Complete and submit a TWU Scholarship Application to the TWU Financial Aid Office by March 1.
- New students will receive the scholarship application along with information mailed to them by the TWU Admissions Office.
- Have a cumulative grade point average of 3.0 or higher for undergraduates and 3.2 or higher for graduate students.
- Have all required admission applications and academic transcripts in the TWU Admission's Office or Graduate Admission's Office by March 1.
- Enroll full-time (minimum of 12 hours for undergraduates; minimum 9 hours for graduate students and 6 hours for graduate assistants). **EXCEPTIONS:** You are graduating the semester of the award or your degree program requires less than full-time enrollment (Example: Clinicals, student teaching, thesis, dissertation).
- Declare a major if you are an undergraduate student and have attempted at least 24 semester hours, or you are a graduate student and have attempted at least 12 semester hours.

**No Scholarship funds will be available from the programs listed on the TWU Scholarship Application if you submit your scholarship application or complete your admissions file, if applicable, after March 1.** (Prospective high school graduates may submit to the TWU Admissions Office a partial academic transcript for scholarship evaluation.)

## Scholarship Hints

The following is a list of helpful hints useful for students when applying for scholarships.

- Meet deadlines. Do not wait until the last minute or deadline date to complete the application(s). Some organizations require official transcripts and/or letters of reference. Allow time to assemble all required information.
- Read through the scholarship information and application before writing on the application form.
- Follow directions explicitly.
- Complete the application by typing or printing in black ink. Do not use cursive writing when completing an application. Make sure all information on the application is neat, accurate, and legible.
- Only submit requested information. Additional information may result in your application not being favorably considered. Do not submit letters of recommendation, photos, resumes, or transcripts unless they are requested.
- Maintain a record of your applications and the dates submitted. Keep a copy of the application and all other information submitted to the organization.
- If you are asked to write an essay, use accurate grammar, spelling, and punctuation. Have someone proofread your work.
- Send thank you notes to scholarship donors.
- Reapply each year, if required.

\*These awards are automatically renewable for up to four years or receipt of a bachelor's degree as long as a cumulative grade point average of 3.0 or more is maintained.

For more information on scholarship listing and other scholarship sources visit on web at:  
<http://www.twu.edu/finaid/default.asp>

## Frequently Used Numbers

Admissions/Enrollment	(940) 898-3188
Bookstore	(940) 898-3102
Bursar (Cashier)	(940) 898-3570
Career Services	(940) 898-2950
Distance Education	(940) 898-3409
Disability Support Services	(940) 898-3835
Dr. Hughes	(940) 898-2155
EMBA Admin.	(940) 898-2199
Financial Aid	(940) 898-3064
Governor Jackson	(940) 898-3051
Grad. School -- Fax	(940) 898-3412
Graduate School	(940) 898-3415
Human Resources	(940) 898-3555
International Education	(940) 898-3338
IT Help Desk	(940) 898-3971
Payroll	(940) 898-3561
Registrar	(940) 898-3036
Scholarships	(940) 898-3055
School of Management	(940) 898-2111
SOM Grad. Assistants	(940) 898-2121
SOM Dept. Fax	(940) 898-2283
Student Life	(940) 898-3615
Student Records	(940) 898-3076
Study Tour	(940) 898-2105

### **TWU Main Switchboard (940) 898-2000**

HCA Emphasis (Dallas)	(940) 898-6560
Plano Location	(469) 752-4752
Ft. Worth Location	(817) 740-3600
<u>Houston Location</u>	
-- Administration	(713) 794-2000
-- Admission & Registration	(713) 794-2320
-- Campus Manager	(713) 794-2333
-- Cashier	(713) 794-2329
-- Financial Aid	(713) 794-2315