Seven Hallmarks of Leadership Excellence

By TODD ORDAL

It is the nature of leaders to be both vulnerable and caring. While they are always a STRENGTH. MANTRA #4: VALUE HEART AND STRENGTH. Effective leaders are courageous and forceful. They are also vulnerable and caring. While they are always confident, they are not always certain and are comfortable saying so. Author Patrick Lencioni calls this type of vulnerability “getting naked,” and correctly asserts that it must first be evident at the senior level. Vulnerability is the quickest way to gain the trust of a team. Without vulnerability, a strong leader is little more than a tyrant. Remember that strength and vulnerability are not mutually exclusive.

MANTRA #5: BE EMOTIONALLY SAVVY. While high intelligence may land a leadership role, it’s emotional intelligence (EQ) that fosters sustained success. EQ can be measured and improved, and lack of EQ is more likely to result in being fired than lack of IQ. Effective leaders must learn self-awareness and learn to adjust verbal and non-verbal communication styles to build engagement in their team.

MANTRA #6: ASK GOOD QUESTIONS. Leaders often feel compelled to have all the answers. László Rába, a recipient of the Nobel Prize for physics, credits his mother for helping him become a scientist through her daily inquiry about his school day, “Did you ask a good question today?” As a business leader, be thoughtful in the way problems are approached and ask rephrasing questions to determine how else the issue or algorithm that assures leadership success. But leadership skills can be learned and improved. Here are seven leadership mantras that form the foundation for business success.

MANTRA #1: DON’T BE NICE. BE KIND. Being nice is encouraged on the playground, but isn’t the most effective approach to leading others. “Nice” is born out of fear of not being liked or of conflict, and curtails truth-telling amongst leaders. Be kind. Kindness overcomes fear. Kind leaders risk offending others in order to push people to be better, point out weaknesses and strengths, and have difficult conversations early on. In other words, kind managers will tell team members what they need to know to succeed.

MANTRA #2: BE SEEN AND HEARD. In order to execute strategy effectively, leaders need to be not only visible but also be excellent communicators. It’s not enough to simply occupy the corner office. Rather, a leader is only as effective as his or her ability to communicate vision and strategy to the ranks of supporting players. Engage in training to improve communication skills; put new learning into practice, and ask for feedback.

MANTRA #3: EMBRACE CONFLICT TO CREATE CHANGE. The ability to deal with conflict is frequently a CEO’s greatest challenge. Rather than seeking to minimize conflict, a more productive view is to recognize that conflict should be optimized. It should be neither too vicious, in which personal attacks become common-place, nor avoidant, which results in important issues being neglected. In an optimal environment, where conflict exists, people are comfortable speaking their minds, exploring differing opinions, and using evidence-based arguments. To accomplish this state, leaders need to create an environment where team members are willing to seek feedback from one another, ensure that objectives are clear, and call time-out when personal attacks arise. Creating a culture that includes positive conflict starts with the leader’s own attitude toward conflict.

MANTRA #4: VALUE HEART AND STRENGTH. Effective leaders are courageous and forceful. They are also vulnerable and caring. While they are always confident, they are not always certain and are comfortable saying so. Author Patrick Lencioni calls this type of vulnerability “getting naked,” and correctly asserts that it must first be evident at the senior level. Vulnerability is the quickest way to gain the trust of a team. Without vulnerability, a strong leader is little more than a tyrant. Remember that strength and vulnerability are not mutually exclusive.

MANTRA #7: PREVENT FOREST FIRES, BUT DON’T BE AFRAID OF THEM EITHER. Dwight Eisenhower said, “In preparing for battle I have always found that plans are useless, but planning is indispensable.” While not every contingency can be planned for, clear vision and strategy will help avoid fires. Even with the best-laid plans, leaders must be willing to take the lead in fighting the tough fires that will inevitably erupt and courageous enough to make the hard and unpopular decisions that will steer the company in the direction of success.

LONG-TERM SUCCESS

Although no program can assure leadership greatness, these seven mantras are the hallmarks of a leadership style that cultivates success. These skills breathe life into people and organizations alike, enabling them to thrive over the long haul.

Todd Ordal is a Boulder-based Certified Management Consultant and Certified Professional Coach. Prior to founding Applied Strategy, he served as CEO in multiple industries. In his coaching and consulting practice, Todd helps leaders profit more and lead better. For more information, visit www.toddoral.com.
People seek their MBA for three primary reasons: to enhance their career, switch careers or become an entrepreneur. They invest in themselves to increase their career opportunities and earning potential, and to enjoy more challenging, interesting work and greater personal satisfaction. An MBA program develops critical skills and abilities including quantitative analysis and analytical reasoning; critical thinking and decision making; teamwork and leadership; ethical, legal and social responsibility; business communications; and global and multicultural awareness. MBA students gain business acumen in disciplines such as finance, strategy, general management, business analytics, marketing and entrepreneurship.

California State University, Northridge’s AACSB-accredited David Nazarian College of Business and Economics is recognized by Princeton Review as a 2016 “Best Business School.”

In its MBA program, mid-career professionals incorporate rigorous academic training into their business experience to elevate their career. Students balance family, work and school in this flexible, part-time program. Classes are held Monday through Thursday from 7 to 10 p.m., so students do not have to leave work early. Faculty members, who are handpicked for excellent teaching, research and business credentials, facilitate active learning in small classes. An active Entrepreneurship Program that partners with LACICSUN, the on-campus clean tech incubator, enhances the program. At the end of the program, students conduct a consulting project for a local organization under the supervision of faculty in an integrative learning experience that also builds relationships with the business community.

The Nazarian MBA curriculum is geared toward enhancing leadership skills, aiming to leverage real work scenarios for teaching purposes, according to Princeton Review. CSUN “also places a premium on ‘experiential learning,’ the cornerstone of which is the MBA Consulting Project,” the Review noted. This project grants students the opportunity to apply the theories they’ve learned in a practical setting. Graduates have described their highly qualified professors as a highlight of the program, noting the instructors’ ability to combine academics with real-life applications.

The Nazarian MBA provides the best value among the area’s five top-150 ranked U.S. News and World Report 2017 “Best Grad Schools in Business: Part-time MBA Programs.” The Nazarian MBA program is state supported — compared to programs offered by UCLA, USC, Pepperdine and Loyola Marymount, which are self-supporting. This enables the Nazarian College to offer a quality MBA at an incredible savings to students, in a time of radically increasing tuition and student debt at other institutions.

“The university’s strong local reputation can’t be beat,” noted the Princeton Review’s 2016 student survey. “It also comes with a ‘reasonable’ price tag which connotes a ‘great value’ and ensures that graduate school is actually financially feasible.”

At CSUN, students join a diverse group of intelligent and accomplished professionals from the San Fernando Valley, Los Angeles County and Ventura County regions. They expand their network dramatically as they attend classes, speaker series, workshops, and student and alumni mixers with peers, faculty and dynamic organizational and business leaders. They also raise their multicultural awareness in this vibrant and global community. A beautiful 365-acre campus, CSUN is the third-largest university in California and one of the most diverse in the nation. Its 300,000 alumni include prominent business leaders, such as the man for whom the business college was named, David Nazarian. The university is home to the award-winning Valley Performing Arts Center, which has seen performances by luminaries such as Yo-Yo Ma, Bonnie Raitt and Stewart Copeland, and the LEED Gold-certified Student Recreation Center. CSUN is a place where students rise, and take region with them.

### MBA Guide

**CSUN David Nazarian College of Business and Economics**

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<tr>
<td>PROGRAM Accreditation</td>
<td>AACSB</td>
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<tr>
<td>NAME OF INSTITUTION</td>
<td>California State University, Northridge</td>
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<td>NAME OF BUSINESS SCHOOL OR PROGRAM</td>
<td>David Nazarian College of Business and Economics</td>
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<td>BUSINESS SCHOOL DEAN</td>
<td>Kenneth R. Lord, Ph.D.</td>
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<tr>
<td>YEAR INSTITUTION WAS FOUNDED</td>
<td>1958</td>
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<td>YEAR BUSINESS SCHOOL OR PROGRAM WAS STARTED</td>
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<td>129</td>
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### Program Information

- **Upcoming Information Sessions**
  - Monday, May 9, 4pm
- **Program Contact Information**
  - Deborah Hanley, Director
  - http://csun.edu/busgrad
  - (818) 677-2467
DEADLINE EXTENSION

June 1

Learn about our nationally acclaimed MBA and graduate programs in business. Our evening and Saturday programs are designed for mid-career professionals.

(818) 677-2467  mba@csun.edu  csun.edu/busgrad
The numbers tell the story. USC Marshall School of Business MBA programs rank among the very best — setting the standard for excellence in business education and blending cutting-edge theory with real-world practice to shape the next generation of global leaders.

Members of the USC Marshall MBA community are international leaders in producing and sharing knowledge that can change the world. The school’s 200-plus expert faculty are renowned for exceptional teaching and groundbreaking research, and its legendary alumni network — more than 80,000 Marshall and over 365,000 USC alumni strong — spans more than 135 countries. Based in Los Angeles, at the crossroads of the Pacific Rim, and with satellite facilities in Shanghai, Irvine and San Diego, USC Marshall offers MBA students access to an unrivaled, global center of business leadership, scholarship and education. Founded in 1920 as the College of Commerce and Business Administration, USC Marshall is the oldest AACSB-accredited school of business in Southern California. It is also one of the most forward-looking — consistently placing in the top 10 by Entrepreneur magazine; at the forefront of trends in social entrepreneurship; and ranked as #1 worldwide, based on newly research contributions, in the latest UT Dallas Naveen Jindal School of Management survey.

FULL-TIME MBA
USC Marshall’s full-time MBA program offers students a comprehensive grounding in core business principals with the opportunity for specializing to develop vital skills and in-depth knowledge.

MBA FOR PROFESSIONALS AND MANAGERS (MBA.PM)
Designed to address the challenges faced by working professionals, MBA.PM is a part-time, evening program lasting 33 months; the program also offers classes on Saturday during the first year. Students may choose to complete the first year of the program at any of the school’s three campus locations: Los Angeles or Orange County.

EXECUTIVE MBA PROGRAM (EMBA)
A 21-month program designed for senior managers and seasoned professionals who intend to remain fully employed as they pursue their degree, EMBA offers two convenient locations: Los Angeles and San Diego.

GLOBAL EXECUTIVE MBA (GEMBA)
Based in Shanghai, China, GEMBA is a flexible, dynamic program tailored to full-time, working managers from across Asia, who earn the prestigious USC Marshall MBA in 20 months. GEMBA students benefit from USC Marshall’s world-class faculty and an exceptionally diverse cohort; when they complete their MBA, they also receive a certificate from Shanghai Jiao Tong University.

INTERNATIONAL MBA PROGRAM (IBEAR)
Mid-career professionals with international management experience come together in this one-year, full-time program that emphasizes global strategy and experiential learning. IBEAR is the leading accelerated international MBA program in the United States.

Our flexible degree programs offer something for current and aspiring business professionals at every stage of their career — exposing them to crucial international work and travel opportunities and preparing them to lead in today’s global arena.

One of the most forward-looking school of business in Southern California.

Our flexible degree programs offer something for current and aspiring business professionals at every stage of their career — exposing them to crucial international work and travel opportunities and preparing them to lead in today’s global arena.
The USC Marshall School of Business provides the leaders of tomorrow with a world of opportunity today. From the heart of Los Angeles, Marshall is the MBA of the renowned USC Trojan Family and its Top 10-ranked Business School Alumni Network.

The Power of Connection

Full-Time MBA
An internationally acclaimed two-year residential program. The ultimate MBA experience for students seeking transformation.
21 months

Part-Time MBA
An MBA program designed for the schedules of those who are fully employed. Students build core business skills and can specialize in a broad range of electives.
33 months

Executive MBA
A theme-based MBA curriculum designed to provide a deep understanding of business at the senior management level.
22 months

IBEAR MBA
An accelerated MBA program integrating the expertise of mid-career participants from 15 countries to provide experienced professionals with global leadership skills.
12 months

Global Executive MBA in Shanghai
A unique curriculum integrating world-class faculty and an exceptionally diverse cohort for a C-suite perspective on global business challenges. Students earn a USC MBA degree, plus a certificate from Shanghai Jiao Tong University.
20 months

Online MBA
An MBA program designed for a flexible, online learning environment. The curriculum incorporates online seminars, in-person faculty interaction, and real-world scenarios to provide a foundation in core areas of business.
onlinemba.marshall.usc.edu

For more information, visit marshall.usc.edu/mbaprograms

USC Marshall MBA Programs
Pepperdine University Graziadio School of Business and Management

Pepperdine University Graziadio School of Business and Management offers world-class MBA degrees designed to develop value-centered leaders and advance responsible business practice through education that is entrepreneurial in spirit, ethical in focus and global in orientation. The Graziadio School emphasizes critical thinking skills such as objective analysis and evaluation to prepare students to tackle real-world business issues. By cultivating a collaborative learning environment, Graziadio fosters a passion for innovation and entrepreneurship that hone students’ business acumen. Small class sizes enable students to engage in dialogue with their professor and cohorts, learn best practices from fellow students, and leverage their real-world experience to deepen theoretical understanding. Students gain the necessary skills to conduct business in a global marketplace while also learning to make ethical decisions in complex circumstances.

Located in beautiful Malibu, California, Pepperdine Graziadio School is nationally ranked by U.S. News & World Report, Bloomberg Businessweek, Forbes, and The Princeton Review. The school is also AACSB and WASC accredited. To aid busy Los Angeles professionals, the Graziadio School has five Southern California locations – West Los Angeles, Malibu, Irvine, Encino, and Westlake Village. The school also offers programs in Santa Barbara, Silicon Valley, and Dallas, TX and through online and hybrid formats.

At the Graziadio School, students seeking an MBA or specialized master’s degree pursue a variety of professional goals and life aspirations. Graziadio provides a variety of course schedules and degree offerings that are geared to success in the 21st century economy, taught by experienced faculty who prepare students to lead and advance change.

The Graziadio School MBA programs are accessible to both working professionals and individuals who are full-time students:

Professional MBA:
• The Employed MBA program (with both on-campus and online options) is designed specifically for working business professionals. The format of this program embraces rigorous, experience-driven learning and provides students with the opportunity to apply knowledge and skills to their professional lives.
• Executive MBA Programs:
  • One of the first EMBA programs developed more than 40 years ago, that Pepperdine Executive MBA offers an intensive 19-month program to mid-to senior-level executives, who meet once every three weeks in order to deliver strategic plans for their organizations, creating value not only for themselves but also for their companies.
  • The school offers a unique 15-month President and Key Executives (PKE) MBA, the only MBA program in the world designed for top-level executives charged with strategic decision-making and bottom-line results. PKE focuses not only on the operational and financial aspects of a business, but on the personal development of leaders. PKE students meet approximately once a month where they study their own businesses as case studies, developing an actionable strategic plan.

Full Time MBA:
• Through the Full Time MBA program, recognized by U.S. News & World Report, Forbes, and Bloomberg Businessweek as one of the best full-time MBA programs in the country, students develop ethical leadership skills and take relevant, experience-driven courses in an accelerated or traditional two-year format.

The Graziadio School also offers numerous innovative Masters of Science programs, including Applied Finance, Global Business, Accounting, Applied Analytics, Management and Leadership, Organization Development and Human Resources, many of which are nationally ranked. In order to help MBA candidates leverage their degree for maximum ROI, we strategically align executive employment needs, skills and workplace trends with course offerings. With more than 38,000 alumni across the globe, the school’s alumni network cultivates a spirit of community, and strengthens one another’s lives for purpose, service, and leadership.

Please visit the Pepperdine Graziadio website to learn more about how the school can meet your specific needs and support your educational and career goals. Follow the Pepperdine Graziadio School on Facebook, Twitter at @GraziadioSchool, and LinkedIn.

**NAME OF INSTITUTION**
Pepperdine University

**NAME OF BUSINESS SCHOOL OR PROGRAM**
Graziadio School of Business and Management

**BUSINESS SCHOOL DEAN**
David M. Smith, PhD

**YEAR INSTITUTION WAS FOUNDED**
1937

**YEAR BUSINESS SCHOOL OR PROGRAM STARTED**
1969

**TOTAL MBA ENROLLMENT (ALL PLATFORMS OFFERED)**
11419

**MBA PLATFORMS OFFERED**
• Full Time MBA
• Part Time MBA
• International MBA
• Executive MBA Program: Executive MBA (EMBA) and President & Key Executives MBA (PKE)

**MS Programs: Applied Finance, Global Business, Accounting, Applied Analytics, Management & Leadership, Organization Development and Human Resources**

**Undergraduate Degree Completion Programs: BSM & Joint BSM/MBA**

**Executive Education Certification Programs**

**MBA AREAS OF EMPHASIS OFFERED**
• Digital Innovation & Information Systems
• Strategy
• Entrepreneurship
• Finance
• General Management
• Global Business
• Leadership & Managing Organization Change
• Marketing

**LENGTH OF PROGRAMS**
• Full Time MBA: 12 or 15 Month Options
• Part Time MBA: Flexible Options, 24 Months
• International MBA: 20 Months

**EXECUTIVE MBA: 19 Month EMBA and 15 Month PKE**

**MS Programs: 9-24 Months, Varies By Program**

**Undergraduate Degree Completion Programs: Flexible Options, 20-36 Months**

**Executive Education: Varies, Anywhere from a day to a week**

**PROGRAM CAMPUS OPTIONS**
Malibu
West Los Angeles
Irvine
Encino
Westlake Village
Bay Area/Silicon Valley
Santa Barbara
Dallas-Fort Worth

**PROGRAM ACCREDITATIONS**
AACSB, WASC

**RANKINGS**
• U.S. News & World Report, Best Business School for FT MBA, PT MBA and Online MBA Programs
• Bloomberg Businessweek, Top FT MBA and PT MBA graduate programs in the country
• Princeton Review, Best 250 Business Schools
• U.S. News & World Report, #15 Best Online MBA and #13 Best Online MBA for Veterans
• Forbes, #10 America's Most Entrepreneurial University
• Princeton Review, #5 Greatest Opportunity For Women, #5 Most Beautiful Campus and #8 Green MBA
• Financial Engineer, #12 MS in Management & Leadership, #48 MS in Finance, #48 in MS in Accounting
• Graduate Programs, #17 EMBA
• CEO Magazine, Top Tier Ranking for MBA & EMBA, #11 Online MBA
• Leadership Excellence, #13 MS in HR

**TOTAL COST OF MBA**
Fees vary by program. Please contact our school or visit our website for more details.

**FT MBA/International MBA: $71,700 – $95,600**

**FTMBA/International MBA: $86,840**

**Executive MBA: $126,502 EMBA and $180,000 PKE**

**MS Programs: Varies By Offering**

**Undergraduate Degree Completion Programs: $74,000**

**Executive Education – Varies By Offering**

**REFERENCES**
GMAT or GRE requirements vary by program. Ask about our GMAT waiver.

Contact our school or visit our website for more details.

**UPCOMING INFORMATION SESSIONS**
• FT MBA: Malibu – September 24th & November 12th
• FT MBA: Santa Barbara – June 9th
• FT MBA: West Los Angeles – June 11th
• Irvine – June 15th
• Westlake Village – June 15th
• Encino – June 18th
• Adobe Connect Webinar – June 7th
• Executive MBA: June 15th
• MS Programs:
  • Management & Leadership – May 19th & June 1st
  • Human Resources – June 1st & September 27th
  • Organizational Development – May 26th
  • Undergraduate Degree Completion Program: May 16, 17, & 18th

**APPLICATION DEADLINES**
• FT MBA: Final Round June 15th
• FT MBA: Round 1; June 1st; Round 2; July 1st; Round 3; August 4th.
• Executive MBA: Varies by program.
• MS Programs: Varies by program.
• Global Programs: Varies by program.
• Undergraduate Degree Completion Program: Varies by program.
• Executive Education: Varies by program.

**PROGRAM CONTACT INFORMATION**
http://bschool.pepperdine.edu
(310) 506-3500
Experience-Driven

Values-Centered

Entrepreneurial

Global

Pepperdine Graziadio offers world-class MBA degrees designed to develop values-centered leaders and advance responsible business practice through education that is entrepreneurial in spirit, ethical in focus and global in orientation.

Learn more about our top-ranked MBA programs:

BSCHOOL.PEPPERDINE.EDU/PULSE
Loyola Marymount University
College of Business Administration

Loyola Marymount University’s nationally-ranked and accredited graduate business programs have a lot to offer - academically challenging coursework, flexible schedules for working professionals, small classes, personalized attention, global study opportunities and an active alumna network. Our 142-acre bluff-top campus has expansive views of the Pacific Ocean and is among the nation’s most beautiful and green campuses. LMU is located in Playa Vista, near major entertainment companies, financial services leaders, top advertising agencies, and just minutes from Silicon Beach—a thriving coastal community of tech innovation and startup activity.

The LMU MBA Program ranks 6th in the West and 24th in the nation by Bloomberg Businessweek. Focused on developing business leaders, the MBA Program is designed for individuals with at least two years of professional or internship experience. Classes are held in the evenings to accommodate working professionals. Students are able to complete their MBA degree in just 24 months—the first year is structured as a cohort (core coursework) and the second year offers more flexibility (electives and courses based on area of emphasis). Students begin the program with two orientation weekends that prepare MBA candidates for successful completion of the program, including team building, a self-assessment, a case analysis and an introduction to the core curriculum. Students choose between two unique international programs as their required global study component. One takes place in the heart of the European Union in Bonn, Germany while the other tours a specific region of the world. Professional skill development, exclusive employer roundtables, career advice and alumni mentors are just some of the offerings provided by the Career Services Office. The experienced staff helps MBA students strengthen their career paths, transition into new industries or functions, and assess where skills can be improved to achieve career goals. The MBA Student Association and MBA Alumni Association provide a variety of valuable professional development and networking opportunities.

LMU LA
MBA Program

Our focus is on providing students not just with an MBA degree, but with a complete learning experience that will elevate their careers, personal growth and increase their marketability in the workforce.

The LMU EMBA Program ranks 5th in the West and 19th in the nation by U.S. News & World Report and is one of Southern California’s premier, most respected EMBA programs.
With an MBA from LMU, all of Los Angeles is within your reach.

- Part-Time MBA
- Executive MBA
- JD/MBA

Apply now for Fall 2016
lmu.edu/mbaprograms
UCLA Anderson School of Management

When UCLA Anderson was founded during the Great Depression, its mission was to provide business education and thought leadership to individuals and communities in the Southern California region.

MAY 16, 2016

UCLA Anderson is not content with how things are; instead, they look to discover and chart what will be. The school describes itself as a community defined by three core qualities:

1. We share success: performance and innovation are not about winning at the expense of others. Success comes from creating the new direction of business — together.
2. We think fearlessly: our faculty and students provoke new thinking and experimentation with bold ideas.
3. We drive change: we’re impatient unless we can measure our efforts against tangible impact.

From its home in Los Angeles, the creative capital of the world, UCLA Anderson celebrates these qualities and builds what’s next together.

When UCLA Anderson was founded during the Great Depression, its mission was to provide business education and thought leadership to communities in the Southern California region. Today, it is recognized internationally as an innovator in management education and research.

As a leader in advancing knowledge about business models, decision making and market behavior, UCLA Anderson’s faculty and research centers are influential in shaping theoretical and practical developments in critical areas ranging from global capital markets, information technology management and organizational strategy to entrepreneurship and leadership. Its alumni network is vast, with more than 36,000 alumni worldwide, reaching the highest levels of business, government and not-for-profit organizations across the world, affirming the value of a UCLA Anderson education and a community that is so well connected. UCLA Anderson’s faculty and alumni are people who play a key role in enhancing understanding, providing solutions and offering insights and sharing foresights about fundamental business forces that shape our global economy.

The intellectual capital of the school’s world-renowned faculty is a key distinguishing feature of all of our programs, and is essential to who we are as a thriving business school. It has created a culture built on integrity, teamwork and an entrepreneurial spirit, and is nimble in adapting to emerging business challenges and opportunities.

Using an extensive network of faculty, staff, alumni, leading executives on its board of visitors, and corporate partners throughout the world – UCLA Anderson constantly creates new forums and learning programs that challenge conventional thinking about business and management. The opportunities provided by the vibrant and rapidly changing Southern California region add a special advantage and are leveraged into powerful learning and immersion experiences woven throughout its programs.

UCLA Anderson offers both degree and non-degree programs, including online, international, full-time, part-time and executive programs, to meet the diverse educational needs and professional goals of students. UCLA Anderson’s rigorous programs, all taught by the same world-class faculty, offer exceptional academic preparation, a cooperative and congenial student culture, and access to a thriving business community, as well as support services for scholarly and career advancement.

Specialized centers support faculty research and sponsor courses, extracurricular activities and conferences. They also provide vast opportunities for continuing education and interaction between scholars, students and industry leaders.

UCLA Anderson started with a promise to prepare its students to lead organizations. Today, it is a global leader, transforming how business people think and act.

When UCLA Anderson was founded during the Great Depression, its mission was to provide business education and thought leadership to individuals and communities in the Southern California region.

NAME OF INSTITUTION
University of California, Los Angeles

NAME OF BUSINESS SCHOOL
UCLA Anderson

BUSINESS SCHOOL DEAN
Judith D. Olian, Dean and John E. Anderson Chair in Management

YEAR FOUNDED
1919

YEAR BUSINESS SCHOOL STARTED
1935

TOTAL MBA ENROLLMENT (ALL PLATFORMS OFFERED)
About 1,600 students

MBA PROGRAMS OFFERED
Ph.D., MBA; Fully employed MBA; Executive MBA; Global EMBA for Asia Pacific, Master of Financial Engineering

MBA AREAS OF EMPHASIS OFFERED
Accounting; Decisions, Operations, and Technology Management; Entrepreneurial Studies; Finance; Global Economics and Management; Human Resources and Organizational Behavior; Information Systems; Marketing; Policy; Real Estate; Social Impact

LENGTH OF PROGRAMS
Ph.D., 4 years; MBA - 22 months; Fully employed MBA - 36 months; Executive MBA - 22 months; Global EMBA for Asia Pacific - 15 months; Master of Financial Engineering - 13 months

PROGRAM CAMPUS OPTIONS
Los Angeles

PROGRAM ACCREDITIONS
AACSB

RANKINGS
• Bloomberg Businessweek (2015), #13 Full-Time MBA
• U.S. News and World Report (2016), #15 Full-Time MBA
• The Economist (2015), #7 U.S./#9 global
• Forbes (2015), #17
• Financial Times (2016), #17 U.S./#34 global

• U.S. News and World Report (2016), #4 Fully Employed MBA
• Bloomberg Businessweek (2015), #5 Fully Employed MBA
• The Economist (2015) #12 U.S./#19 global Executive MBA
• Financial Times (2015) #9 U.S./#42 global Executive MBA
• The Economist (2015) #8 global Global MBA Asia Pacific (UCLA Anderson/NUS)
• Financial Times (2015) #5 global Global MBA Asia Pacific (UCLA Anderson/NUS)

TOTAL COST OF MBA (15/16)
Ph.D.: $39,975 (yr)
MBA: $58,986 (yr)
Nonresidents: $57,844 (yr)
Fully Employed MBA: $39,975 (yr)
Global EMBA for Asia Pacific: (UC portion):
All students entering Spring 2016: $55,200 (yr)
Master of Financial Engineering:
All students entering November 2015: $58,986 (yr)

REQUIRED TESTING
Academic transcripts, GMAT, TOEFL/IELTS score for international applicants

UPCOMING INFORMATION SESSIONS
Ph.D.: http://www.anderson.ucla.edu/degrees/phd/apply
MBA Program: http://www.anderson.ucla.edu/degrees/mba/program/admissions
Executive MBA: http://www.anderson.ucla.edu/degrees/executive-mba/admissions
Global MBA: http://www.anderson.ucla.edu/degrees/global-mba/admissions
Global EMBA for Asia Pacific: http://www.anderson.ucla.edu/degrees/global-embas/asia-pacific/admissions/gemba.asia@anderson.ucla.edu
Master of Financial Engineering: http://www.mfe@anderson.ucla.edu

MBA GUIDE
APPLICATION DEADLINES

PROGRAM CONTACT INFORMATION
UCLA Anderson School of Management 110 Westwood Plaza, Los Angeles, CA 90095 Ph.D.: http://www.anderson.ucla.edu/degrees/phd/apply MBA: (310) 825-6944 http://www.anderson.ucla.edu/degrees/mba/program/admissions mbas.admissions@anderson.ucla.edu Fully Employed MBA: (310) 825-2632 http://www.anderson.ucla.edu/degrees/full-time-mba/admissions/femba.admissions@anderson.ucla.edu Executive MBA: (310) 825-2032 http://www.anderson.ucla.edu/degrees/executive-mba/admissions/executive-mba/admissions/femba.admissions@anderson.ucla.edu Global Executive MBA for Asia Pacific: (302) 206-5744 http://www.anderson.ucla.edu/degrees/global-embas/asia-pacific/admissions/gemba.asia@anderson.ucla.edu Master of Financial Engineering: (310) 825-3103 http://www.mfe@anderson.ucla.edu

13-27 MBA GUIDE 05_16.indd 22
5/11/2016 9:11:33 PM
From our home in Los Angeles, the global hub of creativity, technology and trade, we prepare the next generation to be leaders and change-makers.
The University of La Verne ranked as the No. 1 “Best Online School in California” by the organization Accredited Schools Online in February, and recently received additional high marks for its online Masters of Business Administration and Master of Science in Leadership and Management programs.

Accredited Schools Online analyzed data from hundreds of public and private colleges across the nation with online degrees at the bachelor's level for its national report, which aims to identify institutions with the most notable balances of academic rigor, student support and affordability.

"These schools are not only offering exceptional programs, but they have expanded their program’s excellence to the much-desired online environment," said Doug Jones, CEO and founder of the organization.

Accredited Schools based its rankings on cost-to-quality criteria and metrics, including the number of online bachelor's degrees available, the student-to-faculty ratio and job placement rates.

La Verne appeared on the list of the top 10 west coast institutions for Online MBA Report’s “Online MBA Rankings” for 2015-2016. Online MBA Report ranked La Verne No. 4 based on surveys, information on the university’s website and information from other publications such as U.S. News and World Report and Princeton Review.

The organization, which evaluated more than 100 institutions with online MBA programs, used criteria including the academic reputation of a university's online and campus-based MBA programs, enrollment numbers and value related to tuition.

The ranking organization Human Resources MBA included the University of La Verne in its list of 50 institutions with the most affordable master's degree programs in organizational behavior. La Verne was included for its MSLM program.

Human Resources MBA considered colleges based on their average annual graduate costs, including tuition and fees.

<table>
<thead>
<tr>
<th>NAME OF INSTITUTION</th>
<th>University of La Verne</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME OF BUSINESS SCHOOL OR PROGRAM</td>
<td>College of Business and Public Management</td>
</tr>
<tr>
<td>BUSINESS SCHOOL DEAN</td>
<td>Abe Helou, Ph.D. Dean and Professor of Finance</td>
</tr>
<tr>
<td>YEAR INSTITUTION WAS FOUNDED</td>
<td>1891</td>
</tr>
<tr>
<td>YEAR BUSINESS SCHOOL OR PROGRAM WAS STARTED</td>
<td>1992</td>
</tr>
<tr>
<td>TOTAL MBA ENROLLMENT (ALL PLATFORMS OFFERED)</td>
<td>909</td>
</tr>
<tr>
<td>MBA PLATFORMS OFFERED</td>
<td>Full-Time, Part-Time, Evenings and Weekends, Online and Off-Campus</td>
</tr>
</tbody>
</table>

MBA AREAS OF EMPHASIS OFFERED
- Accounting, Finance, Information Technology, International Business, Management and Leadership, Marketing, Supply Chain Management and Health Service
- Length of Programs: 18 – 36 months
- Program Campus Options: La Verne, Victorville, Ontario, Bakersfield, Irvine, Burbank, Oxnard and Vandenberg AFB
- Program Accreditations: WASC
- Total Cost of MBA
  - Full-Time: $30,452
  - Part-Time and Online: $27,851
- Required Testing: GMAT and GRE are recommended
- Upcoming Information Sessions: Information sessions offered monthly at all campuses—visit infosession@laverne.edu for details
- Application Deadlines: Application acceptance commensurate with 4 accelerated 10 week terms (Fall, Winter, Spring, Summer)
- Program Contact Information: laverne.edu/mba (877) GO-TO-ULV
Top-Ranked MBA Program*
University of La Verne in Burbank

Robert Einstein is the Chief Executive Officer of UMe Federal Credit Union in Burbank. The Credit Union serves more than 13,000 members (and growing), with over $170 million in assets. Robert leads an outstanding staff of 30 employees, providing exceptional customer service. Robert’s return to school required both support for busy professionals and high-caliber, graduate-level instruction. The University of La Verne, regarded as a top-rated MBA Program in Los Angeles* fit Robert’s needs, “thanks to a convenient, high-quality education.”

*as rated by L.A. Business Journal

Learn more about undergraduate and graduate programs in business, education, healthcare and public administration.

CALL 877-GO-TO-ULV
EMAIL degreeinfo@laverne.edu
VISIT laverne.edu/locations/burbank

Robert Einstein
Chief Executive Officer
UMe Federal Credit Union

Robert Einstein

4001 W. Alameda Ave, Suite 300
Burbank, CA 91505
Tips for Effective Studying

By DAVIS MEANS

In order to excel in any form of adult education, you must first learn how to study properly. Contrary to historical opinion, there are many effective ways to learn information; it is a question of figuring out what works for you. What type of studying best suits you? What time of day are you most efficient? What is the proper environment for you to study in? Before you can answer these questions, you have to do a little research. It takes an effort but the rewards are more than worth it.

MEMORY

When we first learn something, information is processed into the brain to form a neural trace. This trace then enters your sensory memory, and then, if you’re paying attention, to your Long Term Memory, or STM. If you keep working to process the information and adapt it correctly it then moves to your Long Term Memory, or LTM. The information presented to your STM is more or less permanent; with occasional reviewing you will not forget it. The trick is to ensure the information you really need into your LTM as quickly as possible. Your STM has a small capacity and a short duration; you may learn something very quickly, but in 24 hours you will lose 80% of that information. The STM is fast and easily accessed, the LTM is slow but longer lasting.

REPETITION

The key to learning something well is repetition; the more times you go over the material the better chance you have of storing it permanently. Before you begin this process, however, it makes sense that you determine the type of learner you are. There are three basic types of learning: Visual, Auditory, and Haptic. Most of us are, in fact, some combination of the three, but chances are one style will suit you more than the other two. Take some time to look over the types and figure out which category best describes your method of learning.

LEARNING TYPES

When we first learn something, information is processed into the brain to form a neural trace. This trace then enters your sensory memory, and then, if you’re paying attention, to your Long Term Memory, or STM. If you keep working to process the information and adapt it correctly it then moves to your Long Term Memory, or LTM. The information presented to your STM is more or less permanent; with occasional reviewing you will not forget it. The trick is to ensure the information you really need into your LTM as quickly as possible. Your STM has a small capacity and a short duration; you may learn something very quickly, but in 24 hours you will lose 80% of that information. The STM is fast and easily accessed, the LTM is slow but longer lasting.

Visual learners study best when the material is graphic, ie. charts, tables, maps, etc. When in class, visual people should look at the professors when they are speaking, participate in class discussions and take detailed notes during lectures. When studying, study alone in a quiet place and try to transcribe your material on paper. When possible make drawings, graphs or tables of complex abstract ideas and work alone. Visual learners often have trouble working while listening to a dialogue, even if the dialogue directly pertains to the subject matter.

Auditory Learners:

Auditory people work best when they can hear the material. Read aloud, go over your notes and talk to yourself about the important points. Before reading, set a purpose and verbalize it, after you’ve finished be sure to summarize out load what you just read. Speak your ideas into a tape machine as if you were having a conversation with someone, if you can, talk to your friends about the material. Because Auditory learners sometimes have trouble keeping columns aligned, try doing math computations by hand, or graph paper.

Haptic Learners:

Haptic learners are the most maligned division; they are the people that can’t sit still. Haptics have to pace around the room, they must have music or a television playing in the background and are almost constantly finding themselves distracted. Unlike what parents and teachers have been saying to the contrary, Haptic learning is just as effective as the other two, more traditional, types. Instead of fighting against your nature, adapt to it and find a method that really works. Make studying more physical; work at a standing desk, pace around the room, do readings while on an exercise bike, chew gum. Try to use color when you can; highlight your readings, read with a filtered light, put posters and bright colors around your desk. Haptic people should vary their activities, if you feel frustrated or ‘clogged up’ do something different for a few minutes. Try and keep a list of distractions as they come to you; once you write them down, they won’t bother your concentration as much. If you want to, play music in the background as long as you choose to. When reading, try skimming over the chapter to get a solid base meaning before you really dig in. Try to visualize complex projects from start to finish before you begin them. Visualizing is a useful tool for haptic people, it helps you keep a positive, productive outlook on the task at hand.

SQ3R

The SQ3R method is the reading and studying system preferred by many educators. Reading research indicates that it is an extremely effective method for both comprehension and memory retention. It’s effective because it is a system of active reader involvement.

Step 1. “S”= Survey

Before you actually read a chapter, or go over a particular section of notes, take five minutes to survey the material. Briefly check headings and subheadings in order to understand the author’s organizational pattern of ideas to be discussed. Scan all visual material. Read introductory and summary paragraphs. This preview will enable you to anticipate what the chapter is about.

Step 2. “Q”= Question

Create interest in the material by asking: What are the main points of the chapter? As you read, keep the question in mind and figure out the most important points. It gives you a clearly defined purpose for reading, and helps you maintain interest in the material.

Step 3. “R”= Read

Read the chapter actively for meaning. Go through the paragraph before underlining, then underline key words and phrases to help you recall the main points. Be selective, you don’t want to highlight non-important points or miss anything that can help your comprehension. Summarize main concepts in your own words in the margins. The more active you are in the reading process, the more you will retain.

Step 4. “R”= Recite

After every few pages, close your book and recite aloud the main points to the questions you posed in step 2. Try to recall basic details as to the author’s intent by putting them in your own words. Verify your answer by checking the text. If you can’t remember the text, read through it again. If you don’t get it now, you won’t remember it for a test. Take as much time as you need to answer your questions. Don’t be frustrated, this takes more time but the information will be clearer in your mind.

Step 5. “R”= Review

Finally, review the chapter every so often to fix the material in your mind. Keep rereading your margin notes and underlinings. Verbalize the sequence of main ideas and supporting facts to aid retention. Note reviews are a lot more effective than one cramming session the night before an exam. Review once right after you’ve finished reading and then every couple of days.

The SQR method is the reading and studying system preferred by many educators. Reading research indicates that it is an extremely effective method for both comprehension and memory retention. It’s effective because it is a system of active reader involvement.

Before you actually read a chapter, or go over a particular section of notes, take five minutes to survey the material.

The SQR is time consuming at first, expect it to take ten to fifteen percent longer to read a given chapter when you first begin. Research indicates a 70% increase in retention after two months of using the system and, eventually, a reduction in time spent preparing for exams.

NOTE TAKING TECHNIQUES

The most comprehensive note taking systems require attention on your part. You must be alert enough in class to take legible, meaningful notes. You can’t rely on “writing everything down” because a lot of information in a given lecture won’t help you actually learn the material. If you have problems determining the specific relevant points in a particular class, you can always ask the professor to clarify them for you.

THE 2-5 METHOD

The 2-5 refers to the way you divide the space on your notepaper. Make two columns, using the red line on the left of the page as your border. Then, when you take notes in class, use the 6 column for the notes and the smaller 2 column on the left as a highlighting system. Write main headings and important points on the left, including material you think you will be tested on. When you’re finished, you should have a comprehensive page of information that you can quickly scan for important points.

FINALLY

If you have any questions or need more help, stop by and talk to a counselor. Studying is 99% perspiration; if you give it a real, concentrated effort over the course of a semester you will see an improvement. Your academic success is entirely up to you.

Davis Means is a freelance writer.

The Global Appeal of an MBA Degree

Recruiters around the world are widening their search and casting their nets into a widening pool of international talent. At the same time, demand for business leadership talent with experience outside the United States has increased exponentially. As the demand for global talent increases, the makers of virtual MBA recruitment technology continue to expand their global networks.

“The competition for global MBA talent has never been so intense,” said Tony Somers, Director, MBA Career Management Center, HEC School of Management. “Our new partnership with MBA Focus will give employees access to the elite management talent at HEC Paris and give our students access to an exclusive network of multinational corporations.”

For more than two decades, top-ranked MBA programs -- and the companies that employ their students and alumni -- look to MBA Focus for advanced recruiting technology solutions, best practices, thought leadership, and innovation.

Today, leading MBA employers can search an aggregated database including students and alumni from 24 top-ranked business schools, including 20 MBA programs located outside the United States. Three new international schools have joined the network this year: HEC (Paris), Iese (Barcelona), and IE (Madrid). And Hult International Business School expanded its GTS partnership to include five new global campuses in Dubai, Shanghai, London, San Francisco, and Boston. These new school partners, and the 50 other top-ranked graduate business schools, make MBA Focus the most comprehensive global recruiting network available.

Currently, 90% of the companies using the Global Focus recruitment tool are multinational corporations. This has helped MBA Focus deliver an ever-expanding range of MBA-preferred opportunities to MBA talent in North America, Europe, and Asia.

Recently, 56% of students registered with MBA Focus have experience outside the US, while 57% of those students are seeking employment abroad.

The growing demand for MBA talent with international work experience and work authorization is expected to continue. As a responsive and trusted partner to the world’s top employers and leading graduate business schools, MBA Focus plans to further expand its international network.

MBA Focus is the market leader in MBA recruiting — connecting leading employers with the world’s top-ranked graduate business schools.
Mount Saint Mary’s University, Los Angeles

The MBA program at Mount Saint Mary’s University, Los Angeles, is an intimate, sixteen-month business program designed to empower ambitious executives and working professionals with the tools they need to transform their organizations and manage the multitude of issues confronted by today’s business leaders.

Mount Saint Mary’s unique and innovative approach to leadership development and business education consists of four theme-based modules that are designed to help business professionals integrate external business information with the strengths and opportunities of their organizations, leadership, and human capital. Executives focus on analyzing and interpreting external socioeconomic events and the impact they have on the organization in the first module. During the second module, students learn to assess and leverage an organization’s internal capabilities in order to obtain sustainable strategic advantage. In the third module, professionals examine productivity measures and explore the role of the board of directors and other key stakeholders in streamlining processes. During this module, students will broaden their perspective by participating in an international field-study program. Having gained knowledge in interpreting external and internal conditions, each participant will then focus on a concentration in the fourth module: Project Management, Organizational Leadership, and Entrepreneurship. Participants will also work on a final capstone project, which emphasizes application of the tools learned.

To accommodate the most talented managers and executives in Los Angeles, Mount Saint Mary’s offers its MBA program in two formats – a weekend format and an evening/hybrid format. Class sessions in the weekend format meet on alternating weekends; class sessions in the evening/hybrid format meet every-other week on evenings and online. Courses are conveniently held at the Mount’s beautiful Doheny campus in downtown Los Angeles. Total tuition cost for the entire MBA program is $38,912 (2016-17).

Foundation courses, if required, are offered at $854 p. unit (2016-17).

REQUIRED TESTING
GRE and GMAT is not required.

UPCOMING INFORMATION SESSIONS
Saturday, June 25th from 10AM-12PM
Saturday, July 16th from 10AM-12PM
Saturday, August 13th from 10AM-12PM

APPLICATION DEADLINES
Fall 2016: June 30th
Spring 2017: November 30th
Summer 2017: March 30th

PROGRAM CONTACT INFORMATION
www.msmu.edu/mba
(213) 477-2800

Mount Saint Mary’s University
LOS ANGELES
Graduate Division

NAME OF INSTITUTION
Mount Saint Mary’s University, Los Angeles

BUSINESS SCHOOL DEAN
Dr. Christian Teeter

YEAR INSTITUTION WAS FOUNDED
1925

YEAR BUSINESS SCHOOL OR PROGRAM WAS STARTED
2008

TOTAL MBA ENROLLMENT (ALL PLATFORMS OFFERED)
69

MBA PLATFORMS OFFERED
Weekend
Evening/Hybrid

MBA AREAS OF EMPHASIS OFFERED
• Project Management
• Organizational Leadership
• Entrepreneurship

LENGTH OF PROGRAMS
16 Months
18 Months if Foundation courses are required

PROGRAM CAMPUS OPTIONS
On campus – Doheny Campus in Downtown Los Angeles

PROGRAM ACCREDITATIONS
WASC

RANKINGS
• Money Magazine, No. 1 school of colleges and universities that add the most value

THE MBA PROGRAM AT MOUNT SAINT MARY’S UNIVERSITY IS A HIGHLY STUDENT-CENTERED, CAREER-RELEVANT PROGRAM STRATEGICALLY FOCUSED ON LEADERSHIP DEVELOPMENT.

MONEY MAGAZINE’S NO. 1 U.S. SCHOOL FOR “COLLEGES THAT ADD THE MOST VALUE”

Our innovative, weekend-only, MBA program is designed to empower executives and emerging leaders with the tools they need to effectively lead their organizations. Classes are offered on alternating weekends in downtown Los Angeles to accommodate full-time working professionals.

WWW.MSMU.EDU/LABJ 213.477.2800 GradPrograms@msmu.edu

NEXT INFORMATION SESSION
Saturday, May 21st
10am-12pm

Mount Saint Mary’s University
LOS ANGELES
Graduate Division

Los Angeles is our Business