

▶ THE CASE FOR SPONSORSHIP

Ten Reasons Why Firms Should Sponsor Their Most Promising Managers in Cornell Executive MBA Programs

1 Develop your managers through a complete management curriculum

Every manager grows his or her career in a particular functional area, starting as a specialist. But the higher a manager rises in an organization, the more general business knowledge that manager needs. General managers need solid knowledge of all the functional areas of an organization and how those functions interrelate in order to design and carry out strategic plans.

Cornell Executive MBA Programs provide a thorough grounding in general management fundamentals and an in-depth coverage of advanced management topics, all with a senior management focus. The programs are designed with courses and projects that are highly integrated and sequenced to build on the content of the previous courses. Participants in this learning environment will raise their level of business skills and decision-making. They will gain solid foundations in accounting, finance, decision-making, organizational behavior/human resources, marketing, business strategy, and applied leadership.

A manager can't achieve this kind of foundation by rotating through an organization or by chance. Participants learn to think broadly about organization problems across functional areas and industries. To become the complete general manager with broad knowledge, individuals must have concentrated exposure to the full range of topics and applications. Cornell Executive MBA Programs provide that foundation.

2 Provide your managers with a senior management perspective

A senior management perspective means thinking across functional lines when you make decisions. It means integrating all the functional areas of the organization into a coherent whole, and thinking about implementation issues even while you plan strategy. You don't want your managers to learn this on the job with your firm; the risk is too great and the cost too high.

Cornell Executive MBA Programs help managers develop senior management perspective in two ways. First, participants interact with experienced managers from other firms and industries. Second, projects, cases, discussions, and applications develop strategic and integrative perspectives throughout the program. This kind of exposure and application means that participants gain experience in how to direct a company or a division long before they have to actually do it.

3 Yield immediate returns on your investment

The outstanding reputation of Cornell's Executive MBA Programs rests on our ability to impart ideas, tools, and concepts that experienced managers can apply immediately to their own organizations. One of the Johnson School's brand pillars is applied learning—a concept that goes back to the foundations of Cornell University. Our graduates and their employers tell us that they quickly recouped the investment in the program by immediately applying what they learned to improve their organizations.

Because all participants come to the program with solid experience, the level of class and group discussion is high. In some areas, a

participant is a subject-matter expert and lends broad experience to the discussion. In other areas, the same participant will gain from the considerable knowledge of his or her classmates. The major projects (Global Business and Enterprise) function as "live cases" that let participants customize their MBA experience by choosing the project for maximum return and application to a specific organizational objective. Participants don't leave their jobs behind when they come into our Executive MBA Programs—they bring their jobs into the classroom to aid in the learning process. The constant interaction between learning and work life enriches both.

4 Send them to learn with the best: expand their vision

Most managers come to understand the limitations of building a broad management perspective with a single firm or within a single industry. It becomes increasingly hard to escape the way the firm or the industry thinks about business problems and business processes. We all value "out of the box" thinking, but we know that organizations—and even whole industries—tend to view the world in similar terms.

One great advantage of the Cornell Executive MBA Programs is that participants engage regularly with a variety of managers from different backgrounds and industries throughout the programs. When managers join a Cornell EMBA Program, they leave the world of "company-think" and begin to work with managers from some of the world's best companies. Cornell Executive MBA participants are diverse, coming from a wide range of industries, firms, and international backgrounds. Although the Executive MBA Program meets near New York City, we work hard to make sure it is not only a Finance program. And participants in the Boardroom Executive MBA come from the Northeast, Midwest, and across Canada, reflecting diverse industries and firms.

Cornell Executive MBA participants are taught by the Johnson School's world-renowned faculty—experts in their fields and adept at integrating theory with practice in the classroom. The close ties that participants develop with classmates and professors will last a lifetime; when they join a Cornell Executive MBA Program they will expand their networks and those of their organizations. Their classmates and faculty will help them develop their vision and their horizons.

5 Keep your best managers working in the organization

Sometimes firms are concerned that managers who attend Executive MBA Programs will have less time for their jobs. Similarly, they worry that managers will earn the MBA and leave the firm. In general, these should not be major concerns. Executive MBA Programs are demanding of participants' time. In fact, we believe that the Cornell Executive MBA Programs are among the most demanding and rigorous of EMBA programs, requiring 20-25 hours of individual work per week outside of class. We would not design an MBA program that was less than rigorous. But most class sessions are held on weekends so no weekdays are required away from work. And the programs run for a defined time (22 months—including breaks—for the Executive MBA Program and 17 months for the Boardroom Executive MBA Program). Participants can manage the workload for that time and do their jobs as well. In addition to becoming better managers from what they learn in the program, they will become better managers of time.

We have years of success stories to show that firms and individuals benefit jointly from these programs. Will managers leave the firm after they complete the MBA? We don't believe this will happen if firms structure goals and responsibilities commensurate with the manager's new skills and knowledge. People who enter Executive MBA programs are the most highly motivated of managers: they want more work, more challenge, and more authority. That's why they are volunteering for additional work and self-development.

If firms are concerned about retention, we are happy to offer suggestions about structuring tuition payments or retention contracts. When you send your best people to a Cornell Executive MBA Program, you keep them working in—and contributing to—your organization. You keep the returns from their education focused on your business.

6 Commit to developing senior managers from within

When organizations sponsor their best employees in a Cornell Executive MBA Program, they are committing to develop the human capital that will lead them into the future. Case studies and business experience have proven that it is highly cost effective for an organization to develop its talent from within rather than to recruit from outside.

The costs of recruiting senior managers from outside include: advertising and search, interview and travel schedules, the cost of a vacant managerial position while you recruit, relocation costs, and the cost of inexperience with your organization as the new hire comes up to speed. When you develop talent from within, you avoid these costs and you motivate those within the firm by showing your commitment to your best people. If you promote from within—but you don't fully develop those you promote—you won't build the strongest possible management team.

You can develop your talent, or you can buy it: developing your managers through Cornell Executive MBA Programs is both cost effective and smart.

7 Motivate your management team

By sponsoring a promising manager in this program, your organization gives a talented individual the chance to gain the strategic thinking and leadership skills of an MBA without interrupting a promising career. You will demonstrate commitment to your employees and contribute to a culture of mutual support and loyalty. Equally important, you'll be sending a message to employees in the organization that you value professional development and support personal initiative.

Sponsoring an employee in a Cornell Executive MBA Program is a wise business decision. It may be the best way to show promising managers that they don't need to look outside the organization for opportunities. Managers who enter a Cornell Executive MBA Program are energized through their exposure to cutting-edge theory and practice in their classes and by the interactions with their classmates in top industries. After a weekend of classes, they return to their companies with new skills and new ideas to focus on your business problems.

8 Develop them in the program designed for experienced managers

Cornell Executive MBA Programs appeal to experienced managers and professionals because we recognize their ability to move quickly from foundation to advanced practice. Our programs provide a thorough grounding in general management fundamentals and an in-depth coverage of advanced management topics, all with a senior management focus.

We don't waste our participants' time: we move them quickly. The courses are highly integrated and sequenced to allow each course to build on the content of the previous courses. Project courses ensure that the participants can apply what they learn, and they maximize the value of the program for the sponsoring organization.

Throughout Cornell Executive MBA Programs, participants work closely together in teams. We use the power of teams to create a highly supportive and collaborative learning experience. Teams function just as they would in the workplace—drawing on the diverse skills and experiences of all team members. Teams work on assignments and projects together, providing a practical model for course work and facilitating outstanding academic results. As a result of this team-based approach, participants develop strong team and leadership skills that can be applied back at work. Equally important, they share the tremendous knowledge and experience that characterize the best Executive MBA Program classes.

9 Tap into our Executive Development expertise

The Johnson School has been in the business of educating executives for more than 50 years. Not only are we consistently recognized among the top tier of graduate management schools worldwide, but we are focused solely on graduate business study and primarily on the MBA. Participants in our Executive MBA Programs benefit from being at the core of what we do—MBA business education is our business, and we do it very well.

10 Forge a partnership with the Johnson School

When an organization sponsors a participant in a Cornell Executive MBA Program, that is just the beginning of the relationship with the Johnson School. Each participant establishes relationships with faculty members and other participants that last throughout the program and throughout his or her career.

At graduation, the participant becomes a Cornell alum with ties to over 220,000 Cornellians worldwide. Equally important, our participants and their sponsoring firms have a wide range of options for tapping the Johnson School's management expertise—from hiring MBA graduates and summer interns, to developing custom executive programs, to using faculty members as advisors and consultants.

The Johnson School presents opportunities for business collaboration to its corporate partners worldwide, and Executive MBA Program sponsorship is often just the beginning.

CONTACT

Executive MBA Programs
Johnson Graduate School of Management
Cornell University
142 Sage Hall
Ithaca, NY 14853-6201

Phone: 607.255.4251

E-mail: emba@cornell.edu

Web: www.johnson.cornell.edu