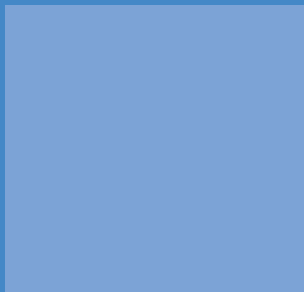
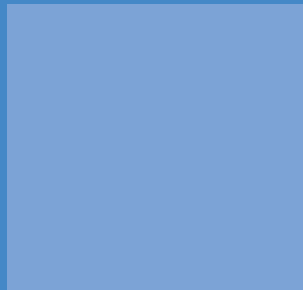
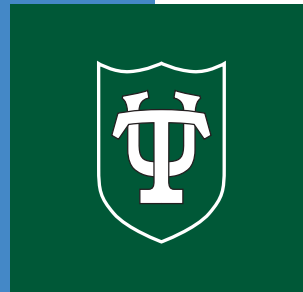


# GLOBAL MBA PROGRAM

NEW ORLEANS • INDIA • MEXICO CITY  
PARIS • SHANGHAI • BOGOTA



**Tulane**  
**University**  
FREEMAN SCHOOL OF BUSINESS

# WORLD-CLASS, WORLDWIDE

The Tulane Global MBA is a special graduate program focused on global business strategy. It offers current students and recent graduates of MBA programs access to a unique global strategy curriculum, an international network, and the option to receive a second degree: the Tulane Master of Global Management degree. Our alliance with top Latin American universities – ITAM, IESA and Uniandes – allows students to create international networks, learn within cultural differences and widen global vision. The degree is available to MBA, Professional MBA, and Executive MBA students of Tulane and our affiliated Latin American business schools. Freeman MBA students may use this option to accelerate their program to three semesters or to earn a dual degree, MBA/Master of Global Management.



## NEW DELHI, INDIA

The global MBA program begins in New Delhi, India, one of the fastest-growing major economies. New Delhi is the capital and the seat of the executive, legislative, and judiciary branches of the Government of India. Students will participate in coursework focused on leadership, ethics, and teambuilding in addition to visiting government entities and business enterprises.

## MEXICO CITY, MEXICO

The next stop is Mexico City where students will study strategies for the emerging markets. In addition to classroom activities, students will attend a presentation on conducting business in the region, hear guest lectures from the local business community, and visit companies located in Mexico City.

## PARIS, FRANCE

Students will travel to Paris to complete a course in Global Strategy and Competition. In addition to attending lectures by local professors on the European Union, they will visit global enterprises such as LaFarge, IBM Europe, and Hermes to spend time with company management teams. Students will also complete a required consulting project and present their findings to the leadership team of a multinational company headquartered in Paris.

## SHANGHAI, CHINA

Students will continue their journey from Paris to Shanghai, a global financial center and a transport hub featuring the world's busiest container port. Here, students will complete a course in Global Negotiations and will be schooled in the art of cross-cultural communication and etiquette. Students will receive lectures from local professors and visit state-owned enterprises such as Shanghai Electric. They will also network with Chinese students who are working professionals living in Shanghai and cities nearby.

## BOGOTA, COLOMBIA

The last of our international modules is held in Bogota, the capital of Colombia and its main economic and industrial center. Students will complete a course in International Finance including lectures from local professors on issues facing the region, and will visit finance related companies in the area. Fellow Colombian students will extend their hospitality to make the visit even more personal and rewarding.

# SUCCESS IS BUILT-IN

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Graduates of Tulane's Global MBA program go on to achieve success in their professional fields around the world. Executives and entrepreneurs alike receive insight into international business standards, customs and trends as well as competitive analysis of established and emerging markets. They practice these skills within their international teams, thereby deepening participants' understanding of cultural dynamics, negotiation and team building. The Tulane Global MBA offers the participants:

- The global strategy curriculum (Tulane is ranked # 5 worldwide in international business FT)
- International team building and leadership experience
- Travel to key international business centers
- Connect with cohort of experienced students from the U.S., Latin America, the Middle East and Asia
- The Tulane University Master of Global Management degree

*"The Tulane GMBA is a stellar academic program for executives structured in an international environment that leaves graduates with an invaluable perspective on the political, social and economic shifts in global business."*

*Sherri LaCoste, Entrepreneur*



*"The courses in this program are of very high quality and are well designed. The professors are not only academically outstanding, but they are also knowledgeable in the international economic environment. As our class consists of people from the U.S., China, United Arab Emirates, Venezuela, Colombia and Mexico, our discussions are very diversified. My classmates have widened my vision by providing their unique insights and experience."*

*Cheng Wang, Family Business Shareholder*

## GLOBAL PARTNERS

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Tulane's Global MBA program is a joint-venture of four prestigious business schools: ITAM, Mexico City, Mexico; IESA, Caracas, Venezuela; Universidad de los Andes, Bogota, Colombia, and; Tulane University, New Orleans, Louisiana, USA. Classes are held at participating institutions, and faculty and curricula are shared with other allied universities.



### OTHER AFFILIATED UNIVERSITIES

- ESSEC, Cergy Pontoise Cedex, France
- SciPo, Paris, France
- ICADE, Madrid, Spain
- Zhejiang University, Hangzhou, China
- Chinese Academy of Social Science, Beijing, China
- University of Abu Dhabi, Abu Dhabi, UAE

# COURSE DESCRIPTIONS

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Tulane's Global MBA curriculum consists of six one-week intensive courses taught by Tulane faculty at affiliated universities and locations around the world.

## **INTERNATIONAL LEADERSHIP, ETHICS, AND TEAM BUILDING (GMBA 7120)**

This course introduces students to the concepts of leadership, ethics, and team development, with special reference to how these operate in multi-cultural settings. Leadership will be analyzed in terms of personal characteristics and qualities of effective leaders. We will also discuss how individuals might develop those qualities and examine cultural differences in leadership. Relatedly, we will address the ethical foundations of leadership in business and society. Students will gain an understanding of various academic perspectives on leadership, real-world examples of effective and ineffective leadership, and insights into their own leadership capabilities. The emphasis on ethics will include some moral philosophy, but will also involve the application of common sense morality to business leadership. Finally, we will cover team performance and team building, addressing issues such as team formation, team effectiveness, and the role of leaders in fostering team effectiveness.

## **STRATEGY FOR EMERGING MARKETS (GMBA 7220)**

This course examines the strategic and organizational challenges facing managers of companies that compete in the emerging markets. The main objectives of the course are (1) to examine the organizational and implementation issues associated with competition in the diverse and fast-changing emerging markets, and (2) to understand and internalize strategies for dealing with such issues. We will learn about managing the operations of both the entrants and the incumbents in the emerging markets environment, using the contemporary theoretical lenses supplemented by real-life examples. We will also consider the strategy and implementation issues related to the international alliances and cross-border mergers and acquisitions.





### **GLOBAL STRATEGY & COMPETITION (GMBA 7310)**

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

### **GLOBAL NEGOTIATION (GMBA 7420)**

This course provides students with theories, models, and especially skills required to negotiate effectively in a global environment. The course will consider various theories of cultural differences, emphasizing differences in values and communication styles. It will also cover basic notions of negotiations including strategies and tactics for both distributive and integrative bargaining situations. Negotiation situations will go from simple prisoner dilemma games to complex negotiations requiring coalitions. Students will engage in many negotiations with counterparts from their country, and with counterparts from different countries, and all will participate in critiquing the negotiations and providing feedback. Assessment will be based on class participation and peer assessment of negotiating behavior during exercises, as well as a final paper.

### **INTERNATIONAL FINANCE (GMBA 7510)**

This course provides an integrated view of international financial markets and the management of multinational firms. It will begin with an examination of markets for spot exchange, currency forwards, options and swaps. For each of these markets, we will study the valuation of instruments traded in these markets. Next, the course will focus on issues that multinational managers are required to deal with: (1) managing exposure to exchange rates, (2) financing in international capital markets, and (3) international capital budgeting. This course will be focused on financial markets and transactions in Latin America.

### **GLOBAL SUPPLY CHAINS (GMBA 7610)**

This course provides an introduction to global operations and supply chain concepts, tools, and strategies. The teaching methodology will consist primarily of the case method and will be complemented by readings and lectures. Students will be expected to prepare case write-ups individually and as members of teams. Cases will be selected to illustrate the challenges and opportunities of operating in international markets in Europe and the Americas.

# INTERNATIONAL FACULTY

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## ALEXANDER SLEPTSOV: STRATEGY FOR EMERGING MARKETS

Professor Sleptsov received a Ph.D. in Business Administration (Corporate Strategy) from the University of Michigan, Ann Arbor MI. He is Visiting Professor at the University of Illinois at Urbana-Champaign. From 2004-2010, Sleptsov was Assistant Professor of Strategy and Entrepreneurship in the A.B. Freeman School of Business at Tulane University. In 2000-2003 he was an instructor, research associate and research assistant at the University of Michigan Business School. His courses included Business Strategy and Policy, Entrepreneurship, Mergers and Acquisitions, Strategic Alliances, Organization Networks, Technology and Innovation Management, Organizational Design and Organizational Transformation. He has worked as Senior Manager, Deputy Chief Designer in R&D Project Management at AVECS JSV in

Moscow, Russia; he also worked as manager and consultant, innovation and technology management in Science Service Corp. Ltd. in Moscow, Russia.



## ALAIN DUMONT: GLOBAL STRATEGY & COMPETITION

Professor Dumont holds the diploma of HEC Paris Graduate School of Management and a Master of Arts at Paris Sorbonne. The first part of his career was with Eurequip, a consultancy in which he developed an expertise in international business and corporate strategy. He later joined HEC as a professor of Strategy and Business Policy. His fields of research and teaching have been in international strategy and in innovation management. He is the author of three books in these domains: *The Technical Challenges and Opportunities of a United Europe* (Pinter Press. 1990), *Histoire(s) d'Innover* (Interéditions. 1992) and *Innover dans les services* (Village Mondial. 2001). Dumont is a visiting professor at Tulane, where he teaches Global Strategy. He has also been a faculty Vice-President with Gemini Consulting and

Cap Gemini Ernst & Young. He is currently serving as chairman and/or board member in small and medium size innovative companies and in a hi-tech investment fund.



## ANGELO DENISI: GLOBAL NEGOTIATIONS

Professor DeNisi received a Ph.D. from Purdue University in Industrial Organizational Psychology. He is currently Professor of Organizational Behavior, and the Albert Cohen Chair in Business. Prior to coming to Tulane, he was the Head of the Management Department at Texas A&M University, and held faculty positions at Rutgers, The University of South Carolina and Kent State University. He has also taught courses in Singapore, Santo Domingo, Kuala Lumpur and Hong Kong. His research interests include performance appraisal, expatriate management, and work experiences of persons with disabilities, and has been funded by the Army Research Institute, the National Science Foundation, and several state agencies. DeNisi's work has been published in a number of top journals, and his research has received

awards from the OB and OCIS Divisions of the Academy, The Academy of Management Executive, and SIOP, and SIOP named him the co-winner of the 2005 Distinguished Scientific Contribution Award. He also serves, or has served, on a number of Editorial Boards, including AMJ, AMR, JAP, *Journal of Management*, and *Journal of Organizational Behavior*. He has also served as Editor of the *Academy of Management Journal*.



## EDUARDO PABLO: INTERNATIONAL FINANCE

Received a degree in civil engineering from Universidad Católica Andres Bello, Master of Business Administration from IESA, and master of Arts in Economics and Ph.D. in Finance from Tulane University. His teaching and research interests are in the areas of corporate finance, corporate valuation, corporate governance, and emerging markets. He served as director of the master of finance program at IESA and as the coordinator of the Burkenroad Reports for Latin America investment research program. Professor Pablo served on the faculty of Tulane and ITESM and has extensive teaching experience in executive, undergraduate, and graduate programs. His recent research focuses on cross-border M&A transactions in Latin America.



### **JAMES W. MCFARLAND: GLOBAL SUPPLY CHAINS**

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



### **MAURICIO GONZALEZ: GLOBAL ENVIRONMENT OF BUSINESS**

Professor Gonzalez received his Ph.D. in Organizational Behavior from Tulane University in December 2000. He is currently the Associate Dean of EMBA Studies at Tulane. Gonzalez has served on committees and was a Special Appointments Professor of International Business and Marketing with the following universities: ITESM, University System, Coordinator of the Curricular Revision Committee for the International, Business Program ITESM, University System, Advisory Board Member of the Export Program, ITESM, Monterrey Campus, Export Program Director. At Tulane, Gonzalez has worked in various positions since 1997, including Professor of International Business for the Undergraduate Program and Professional MBA Program teaching International Business and Trade, Technology and Competition; in the EMBA and Global MBA Programs, teaching Global Strategy and Global Marketing, International, Marketing, Marketing, and International Business. He has over 14 years of experience in sales and marketing strategies as well as conducting marketing research for companies in the U.S. and Mexico among which are: Univision, Femsa Group, Vitro, World Trade Center Mexico, De Acero, Madisa, Metalsa and Grupo Industrial Saltillo.



### **WILLIAM A. REESE, JR.: INTERNATIONAL FINANCE**

Professor Reese received his Ph.D. in 1998 from the University of Arizona in Tucson where he majored in Finance and minored in Economics. He has taught in the Finance Department of the A.B. Freeman School of Business at Tulane since 1997. His areas of interest in research are Corporate Finance, Initial Public Offerings, and ADRs; and his interests in teaching are Corporate Finance, Investments, and Fixed Income Analytics. Reese has published in the *Journal of Finance*, *The Journal of Financial Economics*, *The Journal of Financial Education*, and *The Journal of Economics and Finance Education*. His paper in *The Journal of Financial Economics* was one of two papers published in 2002 to receive their All Star Paper Award. He has served as an expert witness in securities arbitration hearings, and has taught personal financial planning seminars to several New Orleans companies as well as the New Orleans Saints and the New Orleans Pelicans. As part of the Goldring Institute for International Business programs, Reese has taught in Tulane's Executive MBA programs in Colombia, China, Taiwan, India, Mexico and Chile.

# LEARN MORE

Taking courses in different countries throughout Europe, Asia and the Americas is an opportunity of a lifetime. It is the key to understanding global business. Classes are scheduled to accommodate the schedules of managers and executives, and therefore attract a cohort of international professionals.

The skills and relationships developed during the program extend beyond cultural boundaries and offer continued access to faculty, classmates and the network of Tulane alumni around the globe.

*"In my career I have worked with Latin Americans, Asians, Europeans, and even Afghans. The Global MBA gave me a unique insight into the world of international business and diplomacy and I value the global experience I had at Tulane."*

*Edward J. Crawford IV, Vice President, Goldman, Sachs & Co.*



*"If you asked me to define the program in one word, I would have to say: awesome. The program has a well balanced combination of academic performance, hard work and life experience. The opportunity to interact with classmates from all around the world provides the possibility to obtain a global perspective while you consolidate an international knowledge of key relevant issues for managing a global company."*

*Iván J. Romo, Chief Executive Officer, Grupo Empresarial de Perforación*



## GET STARTED NOW

If you're up for the challenge and rigor of our Global MBA program, we encourage you to start your application today. Schedule your interview before you begin or at any point in the application process.

**For more information, contact Goldring Institute Executive Director John Trapani at 504.865.5419 or [jtrapan@tulane.edu](mailto:jtrapan@tulane.edu).**

**Tulane University**  
**Goldring Institute of International Business**  
#7 McAlister Drive  
Tulane University  
New Orleans, LA 70118  
504.865.5419  
[www.GoldringInstitute.com](http://www.GoldringInstitute.com)