

**EMTM**



## **Leadership in the Management of Technology and Innovation**

### **SPONSOR BRIEFING: 2010-2011**

**Includes:**

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- Benefits to Sponsors
- Curriculum Overview and Course Listings
- Program Schedule and Calendar
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*"It's just not enough to say the science is great. At the end of the day you have to explain the bottom line of whether it will make or save money for the company. Now I can present the science and technology in the right way to justify how it should be funded; and I can defend the resources I'm asking for by explaining the return on investment."*

**Niranjan Kumar, EMTM'04**  
**Chairman & CEO**  
**American BioSources Inc**

*"Where companies get the real value is in implementing solutions that are going to drive their manufacturing and product development cycles. That's a perspective I gained from EMTM that I didn't have before."*

**Beth Steiner, MBA, EMTM'03**  
**Director, Enterprise Applications**  
**National Competency Center**  
**SAP America, Inc**

*"The EMTM experience broadened the scope of what I pay close attention to from a technology perspective. Now I have a broader perspective on which initiatives will have the most positive impact for our business, what technologies should be employed, and what human resources are needed to be successful."*

**Marlon Craig, EMTM'04**  
**Systems Manager**  
**The Vanguard Group**

*"The investment in tuition and travel is a pittance when you consider the higher loyalty of participating employees and their broadened skills and perspective."*

**Peter Bocko (Sponsor)**  
**Division VP and Director, Commercial Technology Display Group**  
**Corning Incorporated**

*"EMTM allows its students to build a plan around an idea and then run all the doors and traps to get it to implementation."*

**Jim McFarland (Sponsor)**  
**Vice President –AT&T Worldwide Customer Service**  
**AT&T Business Division**

## **Executive Summary – Executive Master’s in Technology Management (EMTM)**

### **Mission – Bridging the Gap between Technology and Management**

- To develop effective leaders in technology-intensive industries – strategic decision-makers who can align key business drivers with emerging advances in technology and science
- To prepare experienced managers, scientists and engineers to lead within and across their teams and organizations
- To advance the ability of sponsoring organizations to respond to change and global competition, integrate multiple technologies into products and systems, and turn technological innovations into commercial success

### **Benefits to Sponsors – Immediate and Long-Term Impact**

- Relevance and job impact
- Leadership development in a technology-oriented environment
- Pipeline of new tools and insights from faculty and fellow students
- Minimal loss of work-time
- Retain and advance key personnel

### **Quality – The Best of Both Worlds**

- Designed to build strategic management skills while staying current with changing technologies
- The premier executive technology management master’s program in the Ivy League
- Established in 1988 with the support and input of corporate leaders
- Curriculum integrates content at the forefront of technology and advancing management practices.
- Leads to an MSE in the management of technology from Penn Engineering.

### **Schedule and Format – For Working Professionals**

- Classes meet Friday and Saturday on alternate weekends
- 9-month Academic year: September – May (5-day Orientation session in late August)
- Full-time students complete degree in 2 years
- Flexibility for half-time option (attend on Saturdays only)

### **Curriculum – Foundations, Flexibility, Innovation**

- 10-course technology management core modeled after the Wharton MBA core curriculum, plus Emerging Technologies Seminar during first year.
- 6-course technology requirement (selected from approx. 20 electives) – with the option to concentrate in a technology track or gain exposure across technologies
- 4+ open electives (selected from approx. 35 technology and management electives)
- One of the largest course selections and elective options available in a program at this level
- Technology courses span multiple technologies (including IT and Telecommunications, Biotechnology, Nanotechnology, Energy, Sustainability and the Environment, and others)
- Business electives in Finance, Marketing, Operations, Strategy, Innovation, Leadership, and more
- Optional features: Global Experience opportunity, Executive Speakers, Workshops (e.g., Project Management, Negotiations, Management Communications), Business Plan Competition

### **Student Profile – Experienced and Diverse**

- 10 years average work experience (range: 5 – 25+)
- Over a third of EMTM students enter with prior advanced degrees (MS/MSE, MBA, PhD, JD, MD)
- Strong industry mix (IT, telecom, pharmaceuticals, financial services, consulting, manufacturing, aerospace, energy)

## The EMTM Advantage ... A Degree of Difference

### Preparing leaders to succeed in a world of accelerating technological change.

- **The first of its kind.** Established at the University of Pennsylvania in 1988, EMTM was the first graduate-level program for executives to focus on technology management in the context of new and emerging technologies. Distinct from an MBA or technical MSE, EMTM is designed for experienced engineers, scientists, IT leaders and general managers who want to build business and management skills while staying current with changing technologies.
- **Created through the foresight and collaboration of business leaders close to the issues of technology and corporate strategy.** Looking ahead at the increasingly competitive and global landscape of business and the rapid changes taking place in technology, they recognized the need to prepare a new generation of leaders who understand both technology and business.
- **Designed for experienced managers, technologists, scientists and engineers.** EMTM students bring an average of 10 years experience in organizations where understanding and exploiting rapidly changing technology is key to success. The level and quality of experience adds value in the classroom and creates a powerful network of professional colleagues.
- **Unique array of courses designed to address managing technology in a business context.** EMTM offers world-class quality and a broad selection of course offerings in both technology and management. Business school faculty teach management core and elective courses, while Penn Engineering faculty lead technology offerings that cover key developments in essential and emerging technologies like IT, Biotech-nology and Pharmaceuticals, and Nanotechnology.
- **Alternate weekend schedule.** The EMTM schedule is designed to minimize time away from work, while creating maximum opportunity to learn and network. Students meet on alternate weekends (Friday and Saturday) over a 9-month academic year. They can complete their degree in two years. Options for half-time schedules are also available.
- **Immediate impact, long-term value.** For students and their organizations, the benefits are both immediate and long-term. Students advance their knowledge without interrupting their careers. Organizations see the results of their investment in new insights and tools brought back to work each week, as well as in the development of strong leadership potential within the firm.

*“There’s a real focus on the big picture. It makes you start thinking in broader terms – on strategy rather than just the details. The details are important, but you can get caught in them if you don’t look at the big picture too.”*

**Pavan K. Heda, PhD, EMTM’06**  
**Sr. Director, R&D Strategy and Portfolio Management**  
**Johnson & Johnson**

(Shortly after Pavan started EMTM in 2003, he was promoted to Project Manager, leading cross-functional new product launch teams. In 2005, he was named Portfolio Manager; in 2010, he was promoted to Senior Director.)

## Benefits to Sponsors

**Sponsors gain from the broader business perspectives, strategic frameworks and new insights on emerging technologies** that EMTM students bring back to their jobs and their organizations.

- **Immediate job impact.** Many students report that they begin applying the tools and knowledge gained at EMTM from the time they begin the program. They are able to combine their own expertise with a better understanding of key business drivers and technology management to identify new opportunities for generating revenue, cost savings and competitive advantage. They evaluate projects with a sharper, more strategic analysis. They communicate more effectively with their counterparts in other areas of the business, as well as with clients.
- **Pipeline of new ideas.** With classes every other weekend, EMTM students bring a steady flow of innovative ideas and best practices back to their companies. What is learned in the class can be shared with co-workers and put to work the next week.
- **Extended knowledge network.** From the first day of classes, an EMTM student's network of contacts in different areas of business and technology expands dramatically – not only faculty with unique expertise and fellow students from across industries, but EMTM alumni and the wider communities and resources of Penn Engineering and Wharton.
- **Leadership development in a technology-oriented environment.** For companies seeking to build senior leadership in their organizations, EMTM combines top management development with courses in advanced and emerging technologies, preparing experienced technology managers and executives to assume broader responsibilities.
- **Tool to recognize, reward and retain top talent.** Organizations that want to identify and develop younger, high-potential employees use EMTM as part of a career development strategy to retain key talent and ensure that rising stars are prepared to take on new challenges as they move up in the organization.

*“Sponsorship allows you to extract immediate value from the training and direct the trajectory of the person through the program. You become a stakeholder in what types of skills they'll be learning and in selecting class projects that provide an immediate business benefit.”*

**Peter Bocko (Sponsoring Supervisor)  
Division VP and Director  
Commercial Technology display Group  
Corning Incorporated**

*“EMTM taught me how to apply information-based strategies to forecast the financial benefits of new technology directions. My division was getting ready to enter a new market. Our investment was justified in a project assignment in my Management of Technology class, which I shared with our senior management team. EMTM helped refocus and re-energize our strategy.”*

**Janice R. Maiden, EMTM'03  
Vice President, Business Director for Systems Protection  
Federal-Mogul Systems Protection Group**

## Class Profile

Who are EMTM students? Senior and high-potential managers who need to understand both the technology and business drivers of their industry. Company and team leaders whose role requires the ability to communicate effectively across the organization on strategic issues of business development, technology infrastructure and resource allocation.

- **Average age:** 35 years (range: 25 years to more than 45 years)
- **Work experience:** 10+ (range: 5 to more than 25 years)
- **Education:** Between one third and one half hold advanced degrees, including MS/MSE, MBA, PhD, MD and JD degrees.
- **Prior academic and work experience:** Backgrounds are typically in an engineering, math, computing, or science-related field, or management with a technology focus.
- **Industries:** Companies range from Fortune 500 enterprises to high-tech start-ups and government agencies. They span a broad spectrum of industries, including IT, telecom, pharmaceuticals and biotechnology, financial services, consulting, manufacturing, aerospace, defense, energy and others.
- **Current Positions:** EMTM students hold rising and senior positions in their organizations, including presidents, CEOs and COOs of small and mid-sized firms; IT leaders and their reports; VPs and Directors of Operations, Strategic Planning, R&D, Global Facilities Management; General Corporate and Business Development Managers; Senior Scientists, Research Leaders and Project Engineers; Team Leaders, Analysts, Consultants, Architects, Marketing Managers, Product Managers and Technical Sales Executives.

*“I was able to learn best practices in other fields from fellow students – for instance, how pharmaceutical companies handle R&D planning. We have to be a lot more strategic in the type of technological advancements that we pursue and how we stimulate innovation.”*

**Peter Hughes, MS, EMTM'04**  
**Chief Technologist**  
**Office of the Center Director**  
**NASA Goddard Space Flight Center**

(Peter's prior background at NASA focused on applied research in artificial intelligence, human/computer interaction, and software engineering. Shortly after graduating from EMTM, he was named Chief Technologist of the NASA Goddard Space Flight Center.)

## Curriculum and Schedule

The EMTM curriculum provides an integrated technology management core, plus the flexibility to tailor the program through a wide range of technology and management electives. The requirement for degree completion is 20 courses, but many students also take advantage of the option to complete additional courses (up to a total of 24), at no additional program cost.

<b>Core</b>	10 courses	Foundations courses include areas such as finance, management, marketing, operations, strategy and technology management
<b>Technology Electives</b>	6 courses	A student can specialize in a discipline, or gain exposure across technology areas (e.g., biotechnology, IT, nanotechnology & materials)
<b>Open Electives</b>	4 courses	Chosen from among a large selection of technology and management electives
<b>Total</b>	<b>20 courses</b>	
<b>Emerging Technologies Seminar (ETS)</b>	1st-year Requirement	90-minute sessions led by faculty and experts from different areas of emerging technology

### Program Calendar 2010-2011

EMTM's alternate weekend Friday/Saturday format helps minimize time away from work. Students gain from a more focused experience, and can commute from a wider geographic region. Full-time students attend on Fridays and Saturdays, taking up to 4 courses each term. Students can switch between full-time and half-time if needed to accommodate work demands.

Term 1	Term 2	Term 3
<i>Aug 17-22*</i> <i>(Orientation)</i>		
Sep 3-4	Dec 3-4	Mar 11-12
Sep 17-18	Dec 17-18	Mar 25-26
Oct 1-2	Jan 7-8	Apr 8-9
Oct 15-16	Jan 21-22	Apr 22-23
Oct 29-30	Feb 4-5	May 6-7
Nov 12-13	Feb 18-19	May 20-21
<i>(Nov 19-20)**</i>	<i>(Feb 25-26)**</i>	<i>(May 27-28)**</i>

- First Year Program Orientation Tuesday -Sunday, August 17-22, 2010.
- \*\* Final Exam Weekends for Core Courses.

## Courses

Offering one of the largest, most diverse course selections among graduate technology management programs, EMTM classes are taught by Penn Engineering and business school faculty, as well as by experienced entrepreneurs and successful leaders from industry. The curriculum is continuously updated to reflect evolving needs in technology management. Following is an overview of recent and upcoming courses and seminar topics.

### EMTM Core Courses: Foundations & Techniques

- Accounting
- Corporate Finance
- Decision Models
- Management of Technology
- Managerial Economics
- Marketing
- Operations Management
- Organizational Behavior & Design
- Statistics
- Strategic Management
- Emerging Technologies Seminar (ETS)  
(see sample topics below)

### Technology Electives

#### *IT and Telecommunications*

- Data Mining
- Enterprise Software Development
- Human Computer Interaction
- IT Security & Privacy
- IT Strategy
- Software Engineering
- Telecom – Intro Networking
- Telecom – Advanced Networking
- 4<sup>th</sup> Generation Wireless Networks

#### *Nanotechnology & Materials Science*

- Advanced Materials
- Dynamics of the Semiconductor Industry
- Nanotechnology

### Management Electives

#### *Finance*

- Case Studies in Corporate Finance
- Computational Finance
- Real Options Analysis

#### *Marketing*

- Models & Tools for Marketing Tactics & Strategy
- Applied Probability Models in Marketing

#### *Operations & Info Management*

- Creating Value through R&D
- Product Design & Development
- R&D Management
- Supply Chain Management

#### *BioPharm & Biotechnology*

- Intro to Biotech and Nanotech
- Biotechnology & Medicine
- Business & Biotechnology
- Drug Discovery
- Medical Devices

#### *Energy, Sustainability and the Environment*

- § Energy, Commerce & Policy
- § Sustainable Energy Options

#### *Other Technology Electives*

- Photonics
- Robotics & Automations

#### *Innovation / Entrepreneurship*

- Introduction to New Venture Initiation
- Legal Aspects of Entrepreneurship
- Private Equity and Venture Funding
- Strategic Mgmt of IP
- Technology Entrepreneurship

#### *Leadership & Teamwork*

- Foundations of Leadership
- Negotiations
- Total Leadership

### Emerging Technology Seminar (ETS) – Sample Topics

- Scenario Planning
- The Lessons of Obama's New Media Juggernaut
- Strategic Behavior in Social Networks
- The Way of Innovation
- Advances in Robotics
- Current and Promising Energy Technologies
- Investing in Emerging Technologies
- IT Governance: Get Flat or Get Flattened
- Nanotechnology: Small Things, Large Impact
- New Trends in Drug Discovery
- Penn's Automated Trading Project
- Grid Computing in the Enterprise
- Network Security

## Admissions and Fees

EMTM seeks candidates who are well qualified both academically and professionally – individuals who can benefit from, and contribute to, the interactive academic experience offered by the program.

### Application Requirements

- Five or more years work experience
- Bachelor's degree
- GMAT or GRE scores from within the past five years
- Completed online application, including official transcripts, three essays, two professional recommendations and application fee of \$150.00.
- From applicant's employer:
  - Letter of employer endorsement is required for all full-time applicants and recommended for all applicants. This letter confirms support for the candidate's application and for the time away from work that will be required to complete class work and other program-related obligations.
  - Financial support is encouraged, but not required. Approximately 25% of EMTM students receive full sponsorship from their organizations; 40% are self-sponsored; and one-third combine corporate support and personal funding.

### Application Deadlines

- Early notification: March 15 (notification by April 15)
- Final deadline: May 16 (notification by June 16)

### Costs

The cost of the program is comprehensive and includes all required coursework, assigned texts and reference materials, as well as program-related hotel accommodations.

For 2010-11 the annual cost of the program is:

- \$60,000.00 for full-time students (attending Fridays and Saturdays)
- \$30,000.00 for half-time students (attending Saturdays only)

*(For students entering in Fall 2010, these costs remain fixed for two academic years: 2010-11 and 2011-12. Tuition is subject to change in subsequent years.)*

*“What I came away with was invaluable: At age 53 I came out of this program with energy, knowledge and a tremendous boost. It's like EMTM made me 30 again.”*

**Peter Gabriele, MS, EMTM'03**  
**Technical Director**  
**ARmark, Inc.**  
**Glen Rock, PA**

Nine months after he completed EMTM, Peter went to his management with a new idea: materials that could be marked with microtext for security assurance. The company created a new division, ARmark, where Peter serves as technical director today, overseeing the manufacture and implementation of this technology in industries like pharmaceuticals, luxury goods and apparel.

## Sponsor FAQs

### How can I maximize the value of EMTM for my company?

- **Invest in top talent.** Select candidates who have the potential to expand their current roles and provide leadership within their units or the organization as a whole. EMTM can be a retention tool for young, high-potential employees, or an accelerator to provide valued mid-career executives with the tools and exposure to assume greater responsibilities.
- **Put EMTM to work for you.** Plan how your employee can bring back ideas to issues at work. For example, EMTM can create the opportunity to focus on a strategic project that might otherwise not receive the same level of attention.
- **Recognize the value added.** Identify and assign new responsibilities that take advantage of the perspectives, knowledge set and network built through EMTM.

### What's required to sponsor an EMTM student?

- **A letter of employer endorsement is required for applicants planning to attend full-time, and requested for all applicants.** This letter should confirm that the candidate's company and supervising manager (where applicable) support the individual's application and will grant the time away from work needed to attend classes and complete program requirements. The EMTM program has been designed to minimize time away from work, with classes meeting only 6 times per term; therefore each class session represents a significant component of the course.
- **Financial support is strongly encouraged, but not required.** Recognizing the value that EMTM brings to sponsoring firms as well as to students, many organizations cover all or part of the cost of the program through tuition-reimbursement programs and other compensation arrangements. For information on ways that companies have created risk-sharing sponsorship benefits, please contact the Admissions Office.

*"I led our organization's redesign for technology services. I also ran the planning and implementation of our resource strategy program. ... Because of my EMTM training, I was able to do this work quickly and comprehensively. I understood the process, the language and how and what to analyze in making decisions."*

**Judith Zosh, MA, EMTM'03**  
**Vice President, Business Continuity and Disaster Recovery**  
**Global Technology Infrastructure**  
**JPMorgan Chase**

(Judith has been promoted four times since she enrolled in EMTM in 1999. As Global Applications Delivery Manager for Shared Technology Operations, she created standards for technology services across JPMorgan Chase offices worldwide.)

## Representative Organizations of Recent Participants

Aetna	First Union Corporation	New York Power Authority
AGFA Co.	First USA Bank	New York Stock Exchange
Air Products	Fluor Daniel	Nexus Technology
Amtrak	FMC Corporation	Nike
American Cyanamid Company	Ford Motor Company	Nuclear Energy Institute
American Express	GE Capital Services Corporation	Oracle
ARAMARK Corporation	General Electric	Ortho-McNeil Pharmaceutical, Inc.
AstraZeneca International	General Mills	PECO Energy
AT&T	General Motors Corporation	Penn Mutual
Aventis Pasteur	Gentex Corporation	Peoplesoft USA, Ltd.
BAE Systems	GlaxoSmithKline	Pfizer Pharmaceuticals
Bank One	GTE Services	Philips Technologies
Barclay's Capital	Hershey Medical Center	Pitney Bowes
BASF Corp.	Hewlett Packard	PricewaterhouseCoopers
Boeing	Honeywell Micro Switch	Procter & Gamble
Bristol-Myers Squibb Company	IBM Corporation	Prudential Insurance
Campbell Soup Company	ICG Commerce	Quaker Chemical Company, Inc.
CIGNA	Independence Blue Cross	Quest Diagnostics Inc.
Cingular Wireless	ING Annuities	Raytheon Co.
Cisco Systems	Ingersoll-Rand Company	Research in Motion
Citigroup	Intel Corporation	Rhone-Poulenc Rorer, Inc.
The Clorox Company	International Flavors & Fragrances	Rohm & Haas Company
CNET Computers Inc.	Janssen Pharmaceutical Products	Roy F. Weston, Inc.
Cognis	Jefferson Medical College	Ryder Logistics & Transportation
Colgate-Palmolive Company	Johnson & Johnson	SAP America
Columbia Gas Transmission Corp.	JPMorgan Chase & Co.	Schering-Plough
Comcast	KPMG	SEI Investment Co.
Computer Associates	L3 Communications	Siemens Power Generation
Computer Sciences Corporation	Lehman Brothers	Sikorsky Aircraft
Conrail	Litton Industries, Inc.	Sony Music Entertainment, Inc.
Corning	Lockheed Martin Corporation	Sprint PCS
Deloitte Consulting	Lucent Technologies/Bell Labs	Subaru of America, Inc.
Deloitte & Touche	Lyondell Chemical Company	Symantek
Delphi Automotive Systems	MBNA America Bank	Texas Instruments
Deutsche Bank	MCI Worldcom	TNS Telecom
Dow Jones & Company, Inc.	McGraw-Hill Companies, Inc	Towers Perrin
DuPont Company	McNeil Consumer & Specialty Products	Triton PC
Eastman Kodak	Merck & Company	Unisys Corporation
Electronic Data Systems	Merrill Lynch	United Parcel Service
Environmental Protection Agency	Microsoft	US Airways
Environmental Resources Management	Monsanto Company	U.S. Department of Defense
Epsilon Products Co.	Morgan Stanley	U.S. Nuclear Regulatory Commission
Ericsson	Motorola, Inc.	U.S. Patent and Trademark Office
Exelon Energy	NACCO Materials Handling Group	Vanguard Group
Exxon Company	NASA Goddard Space Light Center	Verizon
Federal Aviation Administration	National Institute of Standards & Technology	Wachovia
Federal Mogul		Warner Lambert
First Energy Corporation		Wyeth

*“Increasingly, I found that leveraging technology and know-how was the way we were creating competitive advantage. I already had an MBA... EMTM gave me the opportunity to look at a broad group of technologies that really define what we do as a company, understand them better, and at the same time, apply them in a competitive environment.”*

**John Pullo, MBA, EMTM'99  
Vice President and General Manager  
Performance Materials  
Gentex Corporation**

## Contact Information

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215-898-5466 fax  
[emtm-admissions@emtm.upenn.edu](mailto:emtm-admissions@emtm.upenn.edu) e-mail

Sponsors are welcome to discuss questions regarding the program with an EMTM Co-Director.  
Please direct your inquiry to the EMTM Admissions Office.

*“EMTM develops leadership — how to get others to follow your vision;  
how to lead a team; how to develop your own internal leadership skills; how to  
take charge and how to measure yourself against others.”*

**Tina Schechter, EMTM'98**  
**Vice President**  
**Mission Success & Information Technology**  
**Lockheed Martin, Maritime Systems & Sensors**