For as long as I’ve been in business, I’ve been saying that business is like a game. It’s fun. It’s fast. It’s exciting as all get out. You’ve got to invent a great strategy and put it into action with flawless execution. And just like with a game, in business, the team with the best players wins.

The Jack Welch Management Institute is all about building that team. It’s all about developing great players. The kind of people who know how to create winning strategies, innovate relentlessly, and most important of all, deploy the best, most effective approach to people management.

Look, there are hundreds of options out there for business education. But the Jack Welch Management Institute is unique. It teaches a proven methodology for winning, one that’s founded on the belief that companies win and careers flourish when people are constantly learning.

Thanks for inquiring about our transformative MBA and certificate programs.

Best,

Jack Welch
The core mission of the Jack Welch Management Institute at Strayer University is to provide students and organizations with the proven methodologies, immediately actionable practices, and respected credentials needed to win in the most demanding global business environments. By teaching the performance and people-driven management canon of Jack Welch and other renowned business leaders, the Jack Welch Management Institute prepares MBA and Executive Certificate program graduates to transform their companies and careers.
Jack Welch is one of the world’s most respected and celebrated CEOs, known for his unmatched track record of success, enormous love of people, fierce passion for winning, and unbridled desire to change the world for the better using his unique management practices, which are collectively called the Welch Way.

In his 21 years as CEO of General Electric, Jack transformed GE into one of the world’s most admired and successful companies with his innovative management techniques. Revenues grew five-fold, from $25 billion to $130 billion, and the company’s market capitalization had a 30-fold increase of more than $400 billion. His achievements are considered epic, and as a result, thousands of companies around the world have adopted his business philosophies.

Since retiring from GE in 2001, Jack has only become more active in business. He has written two best-selling business books, *Jack: Straight from the Gut* and *Winning*. He actively participates in managing numerous companies as part of a private equity group and is a fixture on TV as a popular business commentator.

Jack has always been defined by his zealous love of teaching and commitment to building leaders. At GE, he created one of the world’s premiere corporate training centers and regularly taught there himself. More recently, he taught a popular course as a visiting professor at MIT’s Sloan School of Management, and he regularly runs seminars for senior executives around the world.

Working closely with an outstanding faculty, Jack is engaged in every aspect of the Jack Welch Management Institute. He appears in regular videos about current business events, interacts with students via email, and is deeply involved in the development of the program’s curriculum.
As Dean, Andréa is driven by a single, laser-focused mission: to deliver the Jack Welch Management Institute as the gold standard for business education, ensuring that all programs at the Jack Welch Management Institute maintain the highest quality of instruction and are deeply rooted in Jack Welch’s rich canon of actionable management practices.

She is responsible for all academic matters including faculty hiring and evaluation, product and curriculum design and development, student success and the student experience.

Prior to joining JWMI, Andréa served as a faculty member and leader in online education at the University of Virginia. She has also held positions as the Chief Academic Officer at Rasmussen College, Senior Vice Provost for Faculty Affairs at Strayer University, Director of New Program Development at the University of Virginia and Associate Director of the Center for Distance Education at DePaul University.

Andréa holds a Ph.D. from the University of Virginia, a graduate degree from DePaul University and an undergraduate degree from the Pennsylvania State University. She has spent her academic career leading initiatives related to online learning, adult learning, and innovation in higher education.
Throughout his career, Danny has applied Welch Way principles as an award-winning teacher and world-renowned expert on financial management, including the areas of management accounting, capital budgeting, post-investment review, and the Balanced Scorecard. He has published on the topic of integrating capital budgeting and corporate strategy, and his teaching material on the use of the case method has been adopted by universities around the world. As Dean of Executive Education, Danny is involved with the design and delivery of JWMI’s growing management training and executive development offerings.

Danny was formerly dean of JWMI. Leading up to that role, he was a faculty member and associate dean for Executive Education at the S.C. Johnson Graduate School of Management at Cornell University. He joined Johnson in 2004 as the founding director of The Cornell-Queen’s Executive MBA Program. From 1999 to 2004 he was an associate professor with Queen’s School of Business at Queen’s University in Kingston, Canada, and, for most of that period, the Director of Queen’s National Executive MBA program. Prior to joining Queen’s, he was a faculty member with the John Molson School of Business at Concordia University. Before pursuing an academic career, he spent many years in various international activities in the consumer electronics industry.

Danny has led sessions and courses with executives in many development and graduate degree programs, including Executive MBA, Executive CMA and Aviation MBA specializations, in North America and overseas. He earned a BSc from the University of Waterloo, an MBA from Queen’s University, an MSc (International Accounting & Finance) from the London School of Economics, and a PhD from the Richard Ivey School of Business at the University of Western Ontario. In his research and consulting, he has worked with organizations on the use of post-investment reviews and strategic controls in capital investment systems.
As the Jack Welch Management Institute’s strategic business and operations leader and a passionate advocate of the Welch Way throughout his career, Dean is excited to bring Jack Welch’s proven management practices to an up-and-coming generation of business leaders who want to achieve success in their organizations.

Leveraging both Strayer University’s 120-year history of educating working adults and Jack’s iconic leadership legacy, Dean leads a team committed to meeting the changing learning needs of both corporations and individuals in a world where advances in technology are altering markets, transforming traditional competitive strategies, and driving an unprecedented need for leaders who know how to manage human capital.

Guided by the best talent and the best values, he ensures that JWMI continually delivers a relevant and rigorous education that transforms the trajectory of companies and careers. In his work at JWMI, Dean draws on a deep operations experience that spans several industries. Since he joined Strayer Education in 2008, he has led various operating divisions, including University Admissions, University Development, online operations, and Onsite Programs for Fortune 100 companies. Prior to Strayer, Dean was co-founder and operator of Kaplan Virtual Education; one of the nation’s largest regionally accredited online high schools, and now part of K12, Incorporated.

Beyond his tenure in education, Dean has served as Vice President of Operations and Vice President of Finance of a publicly traded healthcare services company and has held operating, marketing and M&A positions at a former Fortune 500 Oil Refining company in the Midwest.

He holds a B.A. from Westminster College and a MBA from Saint Louis University’s John Cook School of Business.
“LEADERS AREN’T BORN. THEY’RE MADE.”

—JACK WELCH
SUCCESS STARTS HERE
You're hungry to learn what it takes to build great teams, energize people, and make companies win.

You recognize that success is about a passion for performance.

And you want to count yourself among the next generation of great business leaders.

Most of all, you realize that you're going to need the kind of actionable, hands-on education that can give you a competitive edge in today’s accelerated global world.

Because we understand the power of education to build leaders and grow high potential students like you, we’ve designed just that. The Jack Welch Management Institute’s unique curriculum brings together the best of a traditional MBA with the ideas and business practices of Jack Welch.

As a student at the Jack Welch Management Institute, not only will you achieve a strong academic grounding in strategy, marketing and finance, but you’ll also live and breathe Jack’s winning philosophy on leadership development, people management, and more. You will engage in up-to-the-moment debate on emergent business news and stay on pulse with the world economy. You'll be constantly challenged with rich, relevant content personally curated by Jack and a team of renowned business scholars from across the globe.

Plus, by taking advantage of our flexible, interactive online course delivery, you can earn your degree on your schedule. We offer you the rare opportunity to advance your education no matter where you are in your life and career.

“YOUR SUCCESS AS A LEADER WILL COME NOT FROM WHAT YOU DO EVERY DAY, BUT FROM THE REFLECTED GLORY OF YOUR TEAM’S PERFORMANCE.”

—JACK WELCH
GAME-CHANGING EXECUTIVE EDUCATION

The Jack Welch Management Institute at Strayer University stands apart as the only online executive education program infused with the proven principles and practices of one of our time’s most celebrated business leaders. As a student of the Institute’s MBA or certificate programs, you can expect to gain:

- A twelve-course MBA in 24 months, or an intensive Executive Certificate in 6 weeks
- Proven leadership lessons and winning business practices from “Manager of the Century” Jack Welch
- A prestigious, high-value credential designed to give you and your organization an edge in today’s competitive economy
- A rigorous, relevant, real-world executive training curriculum that can be applied on the job the next day
- Special access to Jack Welch through live video conferences and exclusive video messages on breaking business news
- An opportunity to advance your education without losing momentum in your career, through a convenient, flexible online format

“CHANGE BEFORE YOU HAVE TO.”

– JACK WELCH
The Jack Welch MBA is like any other prestigious MBA. And yet, it is like no other. From leadership to managerial economics, from finance to strategy, the Jack Welch MBA delivers all the fundamentals. It teaches the best theory from management thought-leaders around the world; it instructs students in the most of-the-moment business practices. But JWMI’s MBA is also deeply infused with Jack Welch’s singular presence and principles, his insight into the current business landscape, and his passionate emphasis on people management and leadership.
LEADERSHIP IN THE 21ST CENTURY

Leadership is different from management. Managers get predictable things done predictably. Leaders inspire action and adaptability in an unpredictable world. This course delves into the concepts, tools, and skills leaders need today. It combines theory and practice to examine such topics as strengthening emotional intelligence, motivating people to achieve strong results, managing conflict, leading change, aligning teams, and eliciting support from colleagues and bosses. In addition, this course lays out Jack Welch’s time-tested techniques for high-performance team leadership.

BUSINESS COMMUNICATIONS AND ETHICS

To win in business, candor and integrity are imperative. In this course, students will learn how to inform, inspire, persuade, and engage people in person and in writing. Through real-world examples, they will also understand how to discern the bright line between ethical and unethical conduct and to act with integrity at all times.

FINANCIAL MANAGEMENT I

Effective financial decisions are the lifeblood of any company. This course examines the basic analytical principles of corporate finance, as well as the techniques of financial analysis and decision-making, cash-flow analysis, risk management, and capital budgeting. Students also learn the function and value of equity and capital markets and the roles of financial institutions today.

MARKETING IN A GLOBAL ENVIRONMENT

Marketing is the process of turning wants and needs into decisions and actions. It involves a range of activities designed to convey a persuasive message to a target audience. The course covers marketing plans, qualitative and quantitative research, consumer psychology, product positioning and strategy, pricing, packaging, brand equity, advertising, the marketing mix, customer value, and business-to-business global marketing.

“I KNOW THE RIGHT QUESTIONS TO ASK NOW. I’VE BEEN ABLE TO MAKE BETTER BUSINESS DECISIONS AS A DIRECT RESULT OF THE JACK WELCH MBA.”

—MANAGER AT AEROSPACE COMPANY, CLASS OF 2011
MANAGERIAL ECONOMICS

At its simplest, managerial economics is about making decisions at the individual, firm, market, and economy levels in the face of constraints, be they scarce resources, pricing pressures, or global competition. In this course, you’ll explore powerful concepts like supply and demand, profit optimization, price sensitivity, demand estimation, productivity, cost analysis, market structures, marginal analysis, the government’s role in markets, forms of competition, risk analysis, and pricing practices. In the end, you’ll be able to analyze and master competitive forces at both a quantitative and practical level.

PEOPLE MANAGEMENT

Early on in your career, professional success depends on your innate talents, how you develop those talents, and your initial career decisions. But once you become a manager, your ability to select, develop, promote, and manage the right people becomes the most important determinant of success. In this course, students explore two general areas of people management: hiring and positioning the right players for organizational needs; and managing people once the players are in place. Specific topics include sourcing and integrating new talent, managing strategic talent inventory, working with HR and organized labor, performance evaluations, and reward systems.

“I OFTEN BRING THE CONCEPTS I’M LEARNING AT SCHOOL STRAIGHT TO MY TEAM.”

–FINANCE ANALYST AT HEALTH CARE PROVIDER, CLASS OF 2011

FINANCIAL MANAGEMENT II

A continued exploration of corporate finance, this course focuses on the advanced financial management skills required to evaluate assets and manage risk in a global market. Students learn such analytical approaches as capital budgeting and the weighted average cost of capital, and then apply them to resource decisions involving domestic and international projects. They also gain a deeper understanding of the movement of exchange rates, interest rates, and other factors that influence capital markets.

OPERATIONS MANAGEMENT

Whether you’re running a restaurant or a bank, business demands the efficient delivery of high-quality goods and services to customers. To get things done, managers need a laser-like focus on operations. This course explores quality design and management, the supply chain, project management, scheduling and capacity decisions, Six Sigma and lean manufacturing techniques, organizational design, and talent management.
STRATEGY
In this course, students learn the core concepts behind, as well as Jack Welch’s proven methodology for, the creation of optimum strategy. They’ll analyze the sources of growth and competitive advantage and how to capitalize on them; learn the stages in the strategic planning process and how they combine to form strategic options; see how to play the game of strategy; know when to use mergers and acquisitions strategically; and finally, understand how to put plans into action.

ORGANIZATIONAL CHANGE AND CULTURE
From the rapid advance of technology to the steady march of globalization, powerful forces of change are shaping today’s business landscape. As leaders grapple with these forces, they also face enormous resistance to change. In this course, students learn a powerful framework for understanding and marshalling change. They also hear real stories and concrete strategies from the trenches at major organizations like GE – including Work-Out, Rapid Results, and Six Sigma – and learn when to use each tool.

NEW BUSINESS VENTURES AND ENTREPRENEURSHIP
Anyone can display an entrepreneurial streak, but not everyone can be an entrepreneur. In this course, you’ll learn what makes an entrepreneur tick, and then walk through the stages of planning, financing, and launching a new business. The course covers business plan development, market analysis, competitive positioning, business models, funding sources, company formation, intellectual property, sales, marketing, and hiring. The insights gained will give you a powerful leg up in launching new businesses and new ventures within existing businesses.

CAPSTONE
Business Analytics
This course will provide you with an overview of the powerful quantitative strategies and techniques used to analyze business data in any organization and improve decision outcomes across all business functions. You’ll have the opportunity to manage a business analytics project from planning to implementation and come away with a strong analytical core competency that you can apply in your work.

Executive Graduate Capstone
This course ties together everything students have learned in the Jack Welch MBA program. You’ll see how key management concepts integrate with Jack Welch’s principles and practices around organizational effectiveness. Working in virtual teams, you’ll also have the opportunity to participate in an interactive management simulation that brings concepts to life in real-world situations and allows you to practice leading a company.

“JACK WELCH IS A VISIONARY. HE’S A COMMANDING PERSONALITY. HE HAS BEEN A WONDERFUL PERSON TO LEARN FROM IN THIS MBA PROGRAM. I CAN’T THINK OF A BETTER NAME TO HAVE ON YOUR RESUME.”
—DIRECTOR OF CUSTOMER SERVICE, CLASS OF 2012
There’s no better place to learn from today’s top CEOs.

To be the best, you have to learn from the best. JWMI’s courses are packed with dozens of exclusive video keynotes from the world’s best leaders, who share their game-changing insights from the front lines of business in leading companies. Woven throughout the MBA curriculum, JWMI’s Experts of Practice series features stories from the field told by leaders at Sam’s Club, Panera Bread, Boeing, AB InBev, CNBC, BET, Joe Gibbs Racing, Marriott, Home Depot Supply, Nielsen, GE, and many other global organizations.
“PEOPLE ARE ALWAYS LOOKING FOR THAT ONE RIGHT MENTOR TO HELP THEM GET AHEAD. IN MY EXPERIENCE, THERE IS NO ONE RIGHT MENTOR. THERE ARE MANY RIGHT MENTORS.”

— JACk WELCH
“I FOUND THE ONLINE PROGRAM REALLY ENGAGING WITH A LOT OF ACTIVITY ON THE DISCUSSION BOARDS. MY CLASSMATES AND PROFESSORS SHARED THEIR REAL WORLD KNOWLEDGE FROM THE INDUSTRIES THEY CAME FROM.”

—PRODUCT MANAGER, CLASS OF 2013

OUR STUDENTS

When Jack Welch founded his acclaimed MBA and Executive Certificate programs, his goal was to create an educational environment where CEOs, entrepreneurs, team leaders, senior managers, and individual contributors alike could share ideas across industries and geographies.

Today, that’s exactly what’s happening at the Jack Welch Management Institute. Many of our students are leaders; others aspire to that exciting challenge. And, just as importantly, they hail from companies of every size and kind — Oracle, Morgan Stanley, Pixar, General Electric, Nielsen, Cisco, Polycom, and Metlife, to name a few. Some of our students hail from technology start-ups such as Groupon, insurance companies such as Progressive, and healthcare providers such as the Hospital Corporation of America. Others hold positions at regional companies and family-owned businesses. And still others work in the military or the public sector.

Indeed, at the Jack Welch Management Institute, our students seem to share only one marked characteristic: they are working business people with dreams of galvanizing their organizations and careers.
Shorter in length and more intensely focused than the Jack Welch MBA, JWMIs Executive Certificate programs allow working professionals to swiftly broaden their perspectives, upgrade their skills, and obtain the kind of fast, powerful, relevant education needed to tackle today’s most urgent business challenges. Personally developed by Jack Welch and his team of renowned business scholars, JWMIs varied certificate offerings are designed to fit the needs of new and experienced managers alike.
BECOMING A LEADER

Leaders aren’t born; they’re made. And yet, many working professionals find themselves in leadership positions before they’ve fully developed the essential skills to build winning teams and deliver stellar results.

In this intensive six-week certificate program, personally designed by Jack Welch, participants can expect to gain new competencies in how to:

**Get elected boss.** That’s right – elected. All new managers are appointed, of course, but that doesn’t mean employees automatically accept and follow their direction. **BECOMING A LEADER** teaches the fastest and most effective ways to build the foundations of leadership – trust and open communication.

**Motivate to win.** Inspiration is far more than frantic emails and fiery speeches to “take the next hill.” It’s painting a vivid vision, creating meaningful values, and building the right reward system – all techniques explored in-depth in **BECOMING A LEADER**.

**Upgrade performance.** No leader can achieve ever-better results without continuously improving his or her team. Thus, **BECOMING A LEADER** delivers tools for hiring to win, coaching effectively, building collaborative teams, and, in the cases of underperformers, helping people move on with dignity.

**Allocate the scarcest resource of all.** Leadership is one of the most talked about – and least understood – parts of business success. To be an effective leader, you have to know what real leaders do with their time – and what they don’t. After students complete this certificate, they’ll have no doubt about what they should be doing with theirs. **BECOMING A LEADER** is designed for first-time managers, or any individual in the process of moving up in their organization.
CREATING A WINNING STRATEGY

Knowing how to lead is essential to success. Having the right team is, too. But no organization can win without the right strategy to guide its decisions and actions. In this advanced six-week certificate program, participants can expect to gain new competencies in how to:

Define the drivers of competitive advantage. At heart, strategy is about discovering the “big aha” that propels your business model beyond everything else in the game. Thus, students in this program utilize productive methods to generate and evaluate strategic options, analyze uncertainty, and create a portfolio of opportunities and critical differentiators.

Understand the customer. Successful strategy depends on a company’s ability to get inside the hearts and minds of its customers. Participants learn the art of strategic customer segmentation and leave the program with a nuanced answer to the question, “Who will buy what we sell?”

Assess the playing field. If the customer is king, having a read on the competitive landscape is equally critical to making strategy. This program teaches students to distinguish among different types of competition – traditional, potential, and oblique – and develop keen awareness of the other players in the industry through advanced competitive analysis techniques. By the time they complete the program, students will be better equipped to see around corners and anticipate often-hidden threats and opportunities before they arrive.

Create a plan of action. When it comes to strategic execution, Jack Welch argues that companies should, “Pick a direction and implement like hell.” Here, students will learn to translate a conceptual strategic advantage into specific realities. They will identify game-changing sources of growth; be they organic or through mergers and acquisitions. They will be able to define a business's most urgent priorities, recognize important linkages between strategic planning and budgeting, and ultimately understand how to allocate available resources to the areas where they will make the most strategic impact.

Whether new to strategy or seeking a refresher course in getting it right, managers will find CREATING A WINNING STRATEGY an invaluable addition to their toolbox for success.

“I APPLY WHAT I’M LEARNING AT JWMI JUST ABOUT EVERY DAY. I CAN SIT DOWN WITH THE VP OF FINANCE NOW AND UNDERSTAND THE RATIOS WE’RE TALKING ABOUT, HOW THEY’RE DERIVED, AND THE MEANING BEHIND THEM. IT’S BEEN A HUGE HELP.”

– MANAGER AT GOVERNMENT CONTRACTOR, CLASS OF 2011
“BEFORE YOU BECOME A LEADER, SUCCESS IS ALL ABOUT GROWING YOURSELF. WHEN YOU BECOME A LEADER SUCCESS IS ALL ABOUT GROWING OTHERS.”

–JACK WELCH
APPLICATION REQUIREMENTS
Applicants to the Jack Welch Management Institute’s Master of Business Administration program are required to provide:

• Proof of completion of a United States Baccalaureate degree from an accredited institution, or approved equivalent
• Official transcripts from all colleges or universities attended, both undergraduate and graduate
• A 3.0 undergraduate grade point average (GPA) on a 4.0 scale
• A minimum of 5 years professional experience
• A resume
• A personal essay
• A personal interview

TUITION
Tuition for courses in the Jack Welch Management Institute’s Master of Business Administration program is charged at the rate of $3,250 per course for courses taken during 2014. There are 12 required courses in the program, with each course consisting of 4.5 credit hours. Costs for the Certificate offerings BECOMING A LEADER and CREATING A WINNING STRATEGY are $925 per offering. Other fees may apply.

CORPORATE ALLIANCE DISCOUNTS
If you’re a CEO, Learning Officer, or HR executive, a Jack Welch Management Institute education can be a powerful way to upgrade your team — expanding their skills, opening their perspectives, and building their toolkit of best practices. Please contact our Corporate Alliances specialists to learn about discounted group rates by calling 1.855.596.JWMI (5964) or sending an email to bizdev@strayer.edu.

ACCREDITATION
By way of Strayer University, the Jack Welch Management Institute is accredited by the Middle States Commission on Higher Education (3624 Market Street, Philadelphia, PA 19104, 267-284-5000) which is one of the six regional accrediting bodies in the United States. The Commission is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. To find out more, visit the Middle States Commission web site at: www.msche.org

The Jack Welch Management Institute’s online MBA is also accredited by the Accreditation Council for Business Schools and Programs (ACBSP), a leading specialized accreditation for business education. Many employers only recognize and pay for ACBSP accredited degrees.

JOHN F. WELCH FELLOWSHIP
Are you a proven performer? If you have excelled in your coursework, you may be eligible for a $1,000 scholarship to the Jack Welch MBA program. Ask an admissions counselor today about the academic requirements needed to qualify for this opportunity. Inquire now as a limited number of scholarships are available.

MILITARY SCHOLARSHIP OPPORTUNITIES
The Jack Welch Management Institute is delighted to offer a variety of scholarships and educational opportunities to active military service members and veterans. Our Active-Duty Military Scholarship supplements the military’s tuition assistance program and other educational resources to offer 100% tuition coverage of graduate tuition. Through the Service Members Opportunity College, service members can receive additional educational credits. Spouses of military service members serving on active duty are eligible for the same scholarship as the military service member, regardless of whether or not the military service member is also a student.
“THE TEAM WITH THE BEST PLAYERS WINS.”

–JACK WELCH
How is the Jack Welch Management Institute different?
In two ways: relevance and rigor. Several years ago, when Jack Welch decided to make business education his living legacy, it was because he deeply believed companies and careers can only thrive in an environment of continuous learning. Learning that is infused with both cutting-edge concepts and immediately applicable skills and tools.
That’s why, in both its lauded MBA and its fast-paced certificate programs, the Jack Welch Management Institute is focused on the delivery of engaging lectures and case studies, contemporary videos, and powerful learning exercises that are all about empowering organizational and personal growth. Whether their curriculum is a six-week certificate on leadership or the two-year MBA, JWMI graduates are learning – and applying their learning – from the day they enroll.

Where do the teachers at the Jack Welch Management Institute come from?
All JWMI faculty hold MBAs, Ph.D.s, or both, and all undergo a training program in Jack Welch’s management philosophy and JWMI’s unique educational pedagogy.

How long does the Jack Welch MBA take to complete?
The beauty of an online MBA is its scheduling flexibility, especially for working professionals. If a student takes two courses at a time, the Jack Welch MBA can be completed in under two years. There are twelve required courses. Courses commence every 11 weeks, and take approximately 10-15 hours of work per week, per course.

How involved is Jack Welch?
Very. Jack Welch speaks regularly to JWMI students by video about current business events and common managerial challenges. He also meets frequently with the Institute’s leadership team to discuss matters of curriculum and strategic differentiation.
How do I find out more?

Please visit: www.jwmi.com

Or call one of our Admissions Advisors at: 1.855.596.JWMI (5964)

“IF YOUR ACTIONS INSPIRE OTHERS TO DREAM MORE, LEARN MORE, DO MORE, AND BECOME MORE, YOU’RE A LEADER.”

–JACK WELCH