



business not as usual

Boston University School of Management

**BOSTON
UNIVERSITY**

Boston University School of Management Fusing the art, science, and technology of business.®

is one MBA different from another?

What does “business not as usual” mean? And how does Boston University deliver on that idea?

Three ways: The students. The vast array of options. And the curriculum.

Here we help you **create a personal business plan:** a graduate business degree tailored to your specific talents and career goals.

The economy has taught us that a) the old rules were critically flawed, and b) the globe is more closely tied together than many realized. We want people who want to manage—or create—more efficient, sustainable, relevant, and ethical enterprises. We’re looking for people who aspire to careers and lives beyond the norm. Those who would rather change the world than manage the status quo.

We’re looking for people who “play well with others” because we do a lot of teaming and we’ll challenge you to trust in the support of your classmates as you move outside your comfort zone.

Many job titles today won’t exist five years from now, so we’re seeking people who want to build a flexible base from which to create more career opportunities.

We want people who recognize the essential career advantages they will gain from our curriculum that *fuses the art, science, and technology of business*.

We want people who will thrive in a sprawling, urban, research university surrounded by others interested in engineering, communications, law, medicine, anthropology, politics, literature, and the arts.

We want thinkers, innovators, change agents—not corporate sheep.

Because here at Boston University we offer you management degrees that give you all the classic business skills, plus a concentration of your choosing (i.e., marketing, strategy, IT), plus the opportunity to delve into a second or third field (i.e., environmental law, biomechanical engineering, media management). So you’ll be a more attractive candidate. With a distinctive preparation.

And that’s why we have a graduate employment rate among the nation’s top 15.

Come let us help you create a personal business plan that suits your idea of how organizations can and should work. If you’re tired of business as usual, you have the right brochure in your hands.



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⇒ www.management.bu.edu

the world’s first fusion-powered MBA program

Part art.
Part science.
Part technology.
All business.

Practicing management as a system will make you a better manager, and the way we fuse the art, science, and technology of business will help you become a more effective leader.

No matter what path you choose, the Boston University experience combines these three management elements critical to real-world success.

art

Valuable relationships and lasting success don’t happen by chance. Successful executives and entrepreneurs know when to listen, and when to push their own bold vision.

Therefore, in every class you take, you’ll build skills that make your voice more distinctive and your decisions increasingly effective.

- You’ll learn to listen, negotiate, and strike deals.
- You’ll learn how to lead a team and influence the team’s performance.
- You’ll hone key writing and presentation skills in all coursework.
- Most importantly, you’ll understand how soft skills can help you enhance the bottom line, whether you’re in marketing, information systems, or finance.

science

You won’t advance without proven business methodologies and the insight to know when and where to use them. That’s why we’ve grounded our MBA studies in rigorous statistical and quantitative analysis.

Our faculty fully integrates these hard skills into softer disciplines such as organizational behavior, providing an enhanced experience you won’t find in most MBA programs. As a result, you’ll never run across a problem you won’t be able to analyze from multiple vantage points.

and technology

The cross-functional sweep of technology is far too powerful to be confined to its own silo—whether in today’s management landscape or on campus. Unfortunately, many business leaders misunderstand or are simply unaware of the systemic effects of technology.

Our students are taught to think strategically about technology’s impact. Whether you want to evolve customer relations through online brand communities using Web 2.0 strategies, or streamline data integration and governance processes, it’s not about being a techie, but about becoming a business leader who fully understands the scope of business today.

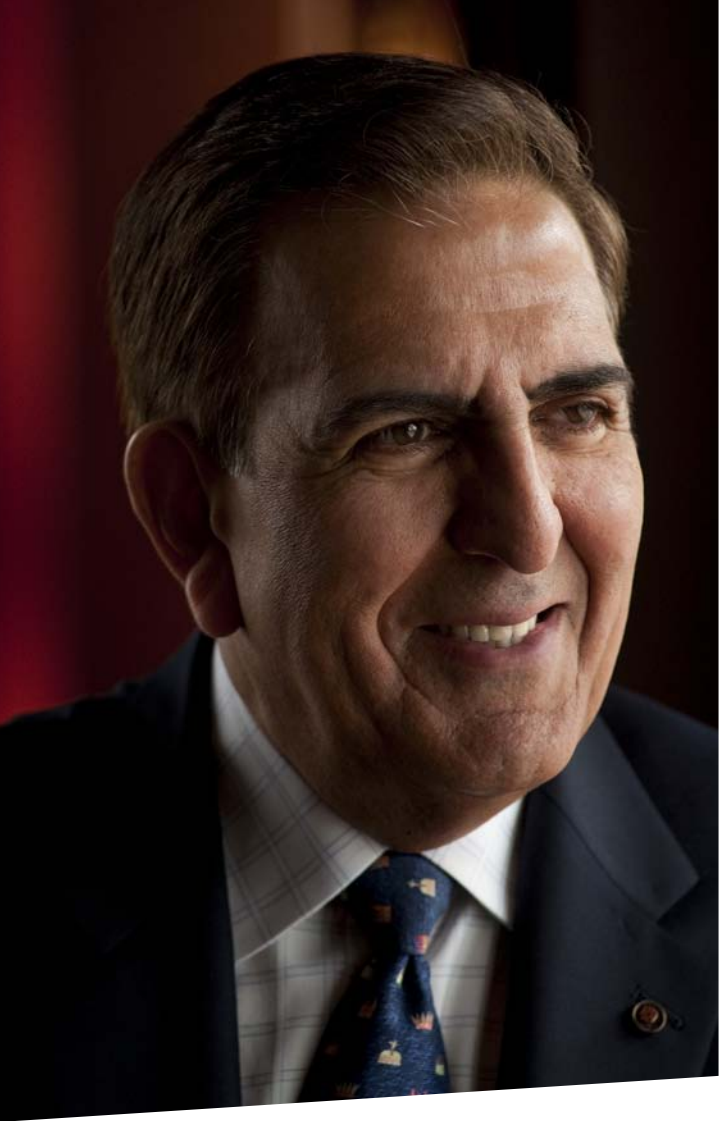


Dean Louis Lataif > >

Louis E. Lataif has been Dean of Boston University School of Management since 1991, after a distinguished 27-year career with Ford Motor Company. He is leading an educational approach that has elevated the School’s prestige around the world.

In 1981, he was elected a corporate vice president and general manager of Ford Division, then the company’s youngest officer. Four years later, he was appointed Vice President, North American Sales Operations and, in 1988, was named President, Ford of Europe.

Dean Lataif currently serves on the boards of directors of Magna International, Inc., Group 1 Automotive, Inc., Abiomed, Inc., and Interaudi Bank. He is a Trustee of The Iacocca Foundation and a member of the Cannon Design Advisory Board.



the Boston University approach

Louis E. Lataif
Allen Questrom Professor and Dean, Boston University School of Management

At this School, fusing the art, science, and technology of business defines our uniqueness.

Business schools have long focused on “management science”—the quantitative disciplines of finance, accounting, statistics, operations, etc. Businesses use these quantitative tools for rational decision-making and management “control.” Such controls are essential, but simply insufficient.

Typical “management systems,” i.e., *what is measured and what is rewarded*, are often their own worst enemy; they fail to account for the interaction of decisions across functions and over time. As a result, many business problems occur in that un-measurable area where individual decisions interact—often producing unintended consequences.

When we rely purely on management science and traditional management systems, we miss the fact that business is often as much art as it is science. The “art” of business, historically under-addressed by business schools, includes the ability to probe potential outcomes not predicted by the numbers. It involves “thinking horizontally,” anticipating consequences, operating ethically and sustainably, and using informed intuition—all *fused with rigorous data analysis*.

“What” business is about has always been the right product/service, in the fastest time, with the highest quality, at the lowest real cost. But digital technologies are totally transforming “how” organizations function. An understanding of new technologies is fundamental to effective management, whether in the health care sector, nonprofit agencies, or for-profit businesses.

That insight led to the School’s groundbreaking MS•MBA program. It provides full, uncompromised MBA preparation *along with* a Master of Science degree in Information Systems. Hugely popular with employers, the program is ideal for tomorrow’s general managers.

In fact, throughout all our programs, we have increased content related to *information systems* (IS). The School’s IS faculty, ranked among the nation’s “top 10” by *The Wall Street Journal*, are leaders in fusing technology with the art and science of business.

This *fusing of the art, science, and technology of business* defines—and sets apart—Boston University School of Management’s graduates. It is why the number of organizations recruiting here has increased five-fold over the past decade.

We welcome your interest and invite your inquiries.

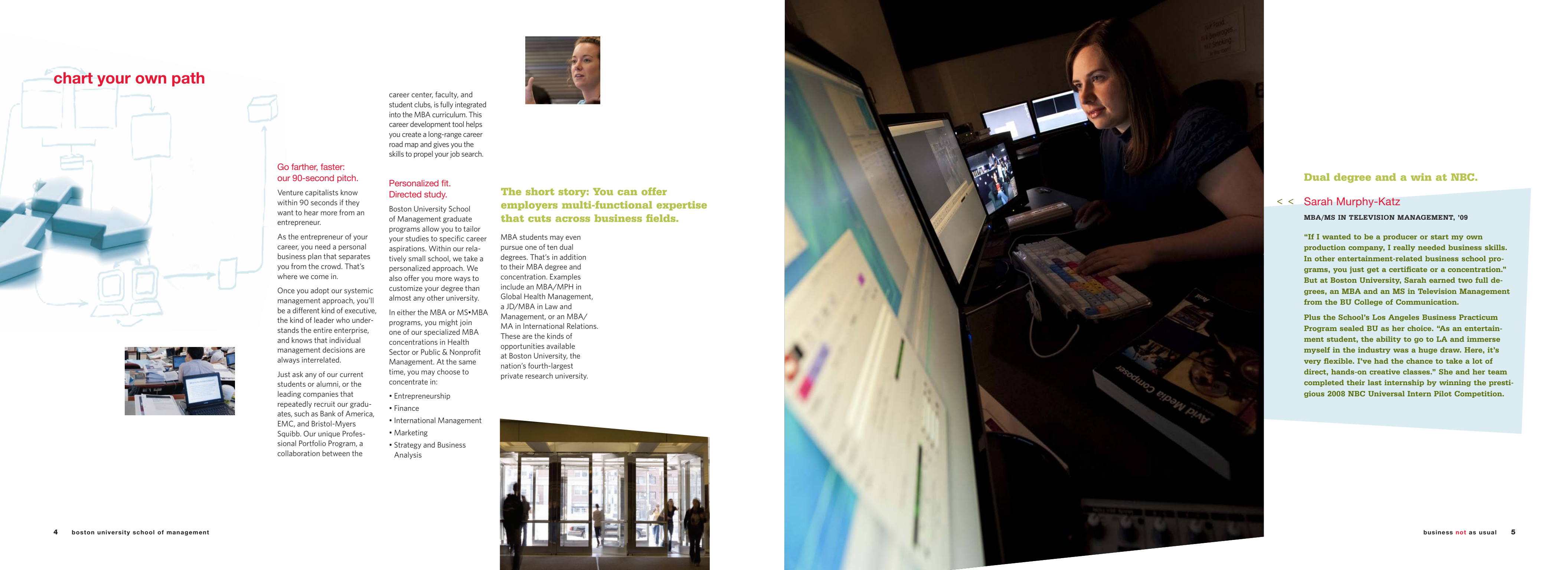
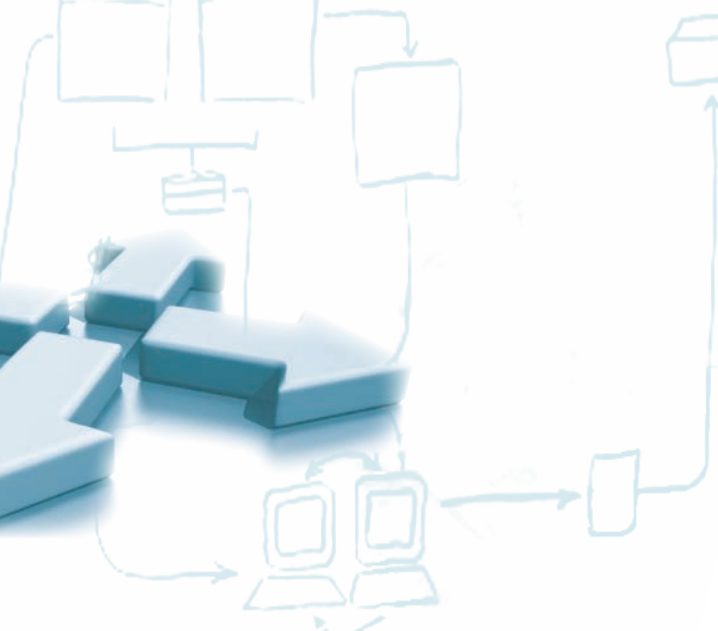


chart your own path



Go farther, faster: our 90-second pitch.

Venture capitalists know within 90 seconds if they want to hear more from an entrepreneur.

As the entrepreneur of your career, you need a personal business plan that separates you from the crowd. That's where we come in.

Once you adopt our systemic management approach, you'll be a different kind of executive, the kind of leader who understands the entire enterprise, and knows that individual management decisions are always interrelated.

Just ask any of our current students or alumni, or the leading companies that repeatedly recruit our graduates, such as Bank of America, EMC, and Bristol-Myers Squibb. Our unique Professional Portfolio Program, a collaboration between the

career center, faculty, and student clubs, is fully integrated into the MBA curriculum. This career development tool helps you create a long-range career road map and gives you the skills to propel your job search.

Personalized fit. Directed study.

Boston University School of Management graduate programs allow you to tailor your studies to specific career aspirations. Within our relatively small school, we take a personalized approach. We also offer you more ways to customize your degree than almost any other university.

In either the MBA or MS•MBA programs, you might join one of our specialized MBA concentrations in Health Sector or Public & Nonprofit Management. At the same time, you may choose to concentrate in:

- Entrepreneurship
- Finance
- International Management
- Marketing
- Strategy and Business Analysis

The short story: You can offer employers multi-functional expertise that cuts across business fields.

MBA students may even pursue one of ten dual degrees. That's in addition to their MBA degree and concentration. Examples include an MBA/MPH in Global Health Management, a JD/MBA in Law and Management, or an MBA/MA in International Relations. These are the kinds of opportunities available at Boston University, the nation's fourth-largest private research university.



Dual degree and a win at NBC.

< < Sarah Murphy-Katz

MBA/MS IN TELEVISION MANAGEMENT, '09

"If I wanted to be a producer or start my own production company, I really needed business skills. In other entertainment-related business school programs, you just get a certificate or a concentration." But at Boston University, Sarah earned two full degrees, an MBA and an MS in Television Management from the BU College of Communication.

Plus the School's Los Angeles Business Practicum Program sealed BU as her choice. "As an entertainment student, the ability to go to LA and immerse myself in the industry was a huge draw. Here, it's very flexible. I've had the chance to take a lot of direct, hands-on creative classes." She and her team completed their last internship by winning the prestigious 2008 NBC Universal Intern Pilot Competition.



Team learning is a vital component of our curriculum. In fact, the School is home to the Center for Team Learning, a research institute that studies best practices and even consults to other business schools.



think more broadly; learn the power of teams

Why Boston University?

You'll have countless opportunities for cross-functional study at a research university with a stellar global reputation.

By using our University-wide resources, you can build unmatched expertise in the business sector of your choice. And no matter where you go, your degree carries real value and an extensive alumni network.

Why an MBA?

An MBA gives you the skills to create, manage, organize, and lead any kind of organization, from a multinational corporation to a small, family-owned distributorship, to a neighborhood health clinic. An MBA teaches you how to negotiate, finance, categorize, and resolve all kinds of personal and commercial transactions. It provides a toolbox of skills you don't find in other subject-specific master's programs. A Boston University MBA, in particular, teaches you to see both broadly and deeply, which is why our graduates rise faster through the ranks than their peers.

Why an MS•MBA?

In the same time it takes to earn a traditional MBA, you'll complete two powerful degrees: a complete MBA and an MS in Information Systems.

With such expertise, you'll be uniquely positioned to lead in a business environment where IT influences virtually every management decision and drives success in the marketplace.

Become cross-functionally literate.

To be an effective leader, you need to think across your whole organization. You need to know how manufacturing decisions will affect your marketing campaign and how that, in turn, will influence your overall financial performance.

That's why at BU you'll learn management as a system.

For instance, if you enroll in our full-time MBA program, you'll complete the Integrated Brand Management Project during your first semester. All of your courses overlap in this multi-class assignment, and you'll be part of a team developing a comprehensive product and industry analysis (usually tasked to second-year students at other schools). Based upon actual data supplied by ACNielsen,

you'll attack this project from multiple disciplines and weave your work through several core courses. The end result is a deep and nuanced experience resulting in a combination of management skills you won't get anywhere else.

Teaming that builds leaders.

There is no going it alone in today's business world.

You need a group of mutually invested colleagues to ensure success. You also need to know how a team works to make a business grow.

Many organizations form teams where each member is responsible for a specific management function—and the team's overall success may be influenced by participants' loyalty to their own departments.

We offer a different and more cross-functionally productive approach.

Here, you'll contribute to a system that values both individual and team accountability. In several courses, you'll have both quantitative and qualitative performance reviews, as well as constructive peer feedback, as part of your grade.

And with a curriculum that focuses on management as a system, you'll be better positioned to appreciate and integrate the contributions of each functional unit and every deliverable as part of the entire project.

From entrepreneurs to financial analysts to operations managers, our successful alumni continually tell us that these unusual experiences were the differentiating factors that helped them move quickly through the management ranks.

the BU MBA:
flexible offerings to optimize your plan

This time, it is
all about you.

Students who join our traditional MBA program enjoy both deep functional exposure and a host of flexible options. As you pursue your MBA at Boston University, you'll craft a customized curriculum that is as unique as you are, ensuring that you'll be prepared for your particular career plan.

The first year of the program is designed to offer the core skills necessary to understand how a business or organization operates from the ground up, while also preparing you for your summer internship.



While some students continue this general approach in their second year of the program, most choose increased exposure in one or more particular areas:

- Entrepreneurship
- Finance
- Health Sector Management in:
 - > Health Care Delivery
 - > Bio-pharma/Medical Devices
- International Management
- Marketing
- Public and Nonprofit Management in:
 - > Sustainable Business Development
 - > Corporate Social Responsibility
- Strategy and Business Analysis

For instance, students concentrating in finance might take courses on leveraged buyouts, risk management, and international financial management, whereas operations management students may opt to study clean technology and product design and development.

When you enroll at the School of Management, you also have the opportunity to tap into the limitless academic advantages of Boston University, one of the largest and most diverse research universities in the world. Many students take advantage of this by pursuing a joint degree at one of the 13 other graduate schools within Boston University.



For example, if you plan to work in international finance, you might supplement it with a degree in International Relations. You might also participate in one of our International Field Seminars currently offered in Europe, India, Asia, and Latin America.

Our expert faculty and experienced career advisors will help you make sense of the extensive opportunities, enabling you to put your professional plans into practice almost immediately.

Full-time MBA

64 Credits

FIRST YEAR FALL—18 Credits		FIRST YEAR SPRING—18 Credits	
Executive Presentations (1 credit)		Executive Written Communication (1 credit)	
Career Toolkit (2 credits)		Current Topics in Law and Ethics (2 credits)	
Managing Organizations and People (3 credits)		IT Strategies for a Networked Economy (3 credits)	
Financial Management (3 credits)		Creating Value Through Operations and Technology (3 credits)	
Marketing Management (3 credits)		Economics and Management Decisions (3 credits)	
Financial Reporting and Control (3 credits)		Competition, Innovation, and Strategy (3 credits)	
Data Analysis for Managerial Decision Making (3 credits)		Elective (3 credits)	
Summer Internship (optional)			
SECOND YEAR FALL—16 Credits		SECOND YEAR SPRING—12 Credits	
Career Portfolio (1 credit)			
Elective (3 credits)		Elective (3 credits)	
Elective (3 credits)		Elective (3 credits)	
Elective (3 credits)		Elective (3 credits)	
Elective (3 credits)		Elective (3 credits)	
Elective (3 credits)		Elective (3 credits)	



Green, technological, and entrepreneurial.

< < Angus Shaw, MBA '08

CONSULTANT
KEMA, INC.
(ENERGY CONSULTING AND ENGINEERING)

Scottish-born and educated Angus Shaw wanted a program that “understood the value of technology and its applications to all industries. I already had an MS in IS, and I wanted an MBA that would wrap around it neatly. Since BU had the MS•MBA, I felt the program would be attuned to the important issues of technology. Plus the School had a great reputation for entrepreneurship.”

Angus has long been drawn to green technologies and sees it as “our only logical path for survival. If we move fast enough.” He and his teammates consult on carbon abatement in all its forms, smart grid power distribution, and multi-source power, such as wind and solar. He keeps in touch with several professors and students he met through BU’s Energy Club, which he founded.

MS•MBA: two degrees in 21 months



Boston University founded the MS•MBA in 2001 to address the needs of employers seeking the next generation of business leaders. Now, about half of our full-time students pursue this unique curriculum. In the same 21-month time frame as the regular MBA program, MS•MBA students earn two degrees: a traditional MBA with a concentration, and a Master of Science in Information Systems.

Forward-thinking business leaders know that only those who understand technology truly understand business.

The MS•MBA isn't just about technology, but about leveraging technology from a managerial and strategic perspective. You'll find that this perspective is highly sought by any organization that

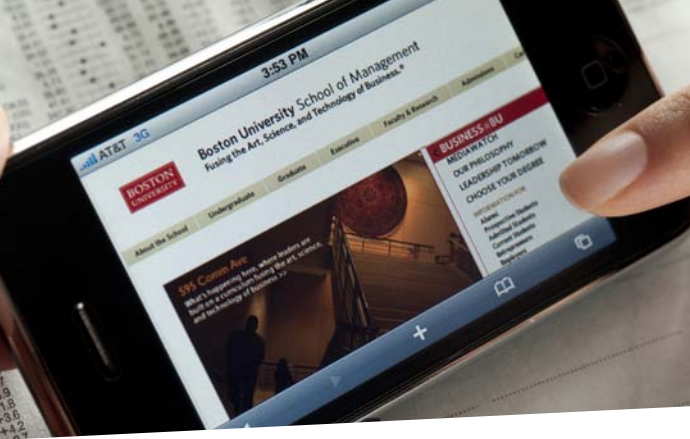
recruits MBAs, since information technology has become inextricably linked to every organizational dynamic.

An MS•MBA dual degree positions you for better jobs and higher salaries because it's a degree tailor-made for leading a business today—or in 2025.

The MS•MBA is well-suited for early-career professionals who want to redirect their careers by function or industry. It's not for the timid, and it's not just for traditional tech gurus either. All you need is a focused interest in business and a vision of how you're going to use your newfound expertise as a future CEO or entrepreneur.



The Financial Times ranks Boston University School of Management #2 globally in IT and #8 globally in e-business. The School was also named a 2008 Computerworld Honors Laureate for its innovations in IT.



Welcome to the most productive 21 months of your life.

Part of the MS•MBA program's intensity, and the reason you receive two degrees in just 21 months, is that you'll take incremental credits beyond the minimum requirements of the traditional MBA program.

As an MS•MBA student, you'll take a one-week intensive course during your first winter session, and three additional courses immediately following your first spring semester. By the time you start your summer internship, you'll have already begun differentiating yourself from the competition through solid IT exposure.

In the MS•MBA program, an optional summer internship is highly recommended, and some companies actually require it. It serves as an excellent way for an employer and a student to get to know each other and, when the match is good, often leads to a full-time job offer.

Two examples of the Winter Intensives are IT Applications in Management and Emerging Perspectives and Synthesis. In such courses, the class takes an in-depth look at a topic and dissects it thoroughly, sometimes using unusual instructional methods such as role-playing.

Full-time MS•MBA

84 Credits

FIRST YEAR FALL—18 Credits	FIRST YEAR SPRING—21 Credits
Executive Presentations (1 credit)	IT Applications in Management (3 credits, 1 week January intensive)
Career Toolkit (2 credits)	Executive Written Communication (1 credit)
Managing Organizations and People (3 credits)	Current Topics in Law and Ethics (2 credits)
Financial Management (3 credits)	Competition, Innovation, and Strategy (3 credits)
Marketing Management (3 credits)	IT Strategies for a Networked Economy (3 credits)
Financial Reporting and Control (3 credits)	Creating Value Through Operations and Technology (3 credits)
Data Analysis for Managerial Decision Making (3 credits)	Economics and Management Decisions (3 credits)
	MBA Elective (3 credits)
SUMMER—1ST THREE WEEKS—8 Credits	SUMMER—NEXT TEN WEEKS
Systems Architecture (3 credits)	Internship (optional)
Telecommunications and Business Networks (3 credits)	
Issues in Managing Networked Systems (2 credits)	
SECOND YEAR FALL—19 Credits	SECOND YEAR SPRING—18 Credits
Career Portfolio (1 credit)	Mastering IT Strategy (3 credits)
Designing Systems for Data Management (3 credits)	Required MSIS Elective (3 credits)
Required MSIS Elective (3 credits)	Required MSIS Elective (3 credits)
Required MSIS Elective (3 credits)	MBA Elective (3 credits)
MBA Elective (3 credits)	MBA Elective (3 credits)
MBA Elective (3 credits)	MBA Elective (3 credits)
MBA Elective (3 credits)	

A leading voice in IT.

Professor N. Venkatraman

N. Venkatraman, the David J. McGrath Jr. Professor in Management, is the nation's most frequently quoted professor on the intersection of business and IT strategies. In the summer of 2008, he was identified in the Journal of Management as the 22nd most-cited scholar in all of management. His research centers on a network-centric view of business strategy and he is currently co-leading a new research center on global work (how business assignments are distributed worldwide).





specialty MBA programs: One-year International MBA

In our One-Year International MBA you'll start with summer coursework in Shanghai and Beijing before arriving in Boston for the start of the fall semester. During site visits in China, you'll immerse yourself in local culture and business practices, discover alternative management practices, and contribute to meaningful team projects with fellow students from around the globe.

You can also join in one or two of our International Field Seminars in Brazil, Europe, or India.

The rewards of such exposure include a broader cultural perspective and new insights into today's international management landscape.

School of Management faculty teach all of the courses (in English) during this accelerated program, which begins in May each year. By accelerating your studies, you can finish the International MBA in just 12 months, or elect to take 14 months or more to complete your degree. You are encouraged to study a business concentration of your choice, and, with the exception of the MS•MBA, you may pursue any of our dual degrees.

For example, you can further your expertise by simultaneously pursuing a master's in International Relations and complete both programs in only 21 months.



One-year International MBA

64 Credits

SUMMER—CHINA 22 Credits

- Business in Asia Pacific (4 credits)
- Executive Presentations (1 credit)
- Managing Individuals and Organizations (4 credits)
- Creating Value Through Operations and Technology (4 credits)
- Executive Written Communication (1 credit)
- Marketing Management (4 credits)
- Financial Reporting & Control (4 credits)

FALL—BOSTON 20 Credits

- Career Toolkit (2 credits)
- Financial Management (4 credits)
- Data Analysis for Managerial Decision Making (4 credits)
- Economics and Management Decisions (4 credits)
- Elective (3 credits)
- Elective (3 credits)

SPRING—BOSTON 22 Credits

- International Field Seminar (January Intensive) or Elective (3 credits)
- Current Topics in Law and Ethics (2 credits)
- Strategies for a Networked Economy (4 credits)
- Competition, Innovation, and Strategy (4 credits)
- Elective (3 credits)
- Elective (3 credits)
- Elective (3 credits)

Students have the option of accelerating their program to 12 months (May to May) as shown by taking 22 credits during the spring semester. They may also spread the credits out more (to 14 or 18 months) to incorporate a summer internship.

Experience three continents in one year.

Along with the International MBA, any full-time or evening MBA student may choose to attend one of our several International Field Seminars, currently offered in Europe (general business in the EuroZone), Brazil (focused on nonprofit entrepreneurship), and India (focused on health care and related industries).

These two-week intensive programs incorporate business, political, and cultural site visits, providing students multiple views of different nations. The seminars are usually offered in the weeks just before or after the spring semester.

Students not enrolled in the International MBA may also elect the International Field Seminar in Asia, or any of the above three.



specialty MBA programs:

Public & Nonprofit MBA

Whether you plan to work in the nonprofit, public, or private sector, this course of study prepares graduates to use core business management skills to address society's most challenging humanitarian, environmental, and social problems in the global economy. Whether you are increasing the impact of a new or established nonprofit, managing in the public sector, or implementing sustainability practices in the private sector, you will learn the skills you need to be a successful agent of change.

The Public & Nonprofit MBA program combines the rigorous MBA curriculum with practical field-based assignments, internships, elective coursework, and international field seminars to support your individual career plan. Specifically, a 300-hour paid internship allows you to build crucial real-world experience and business contacts, while

our practical field assignment lets you build strength in areas such as nonprofit management consulting, marketing, philanthropy, and nonprofit finance.

You'll learn the financial, operational, leadership, and entrepreneurial skills you'll need to work across sectors in today's rapidly changing environment, while also concentrating in a business discipline of your choice.

Students from all MBA programs take core courses together, creating a rich diversity of experience and perspective in and outside the classroom.

Related student groups, such as the popular Net Impact chapter, Energy Club, and Consulting Club, offer further opportunities to gain expertise with mission-based organizations during your time at Boston University.

Available on a full-time and part-time basis.



Public & Nonprofit MBA

64 Credits

FIRST YEAR FALL—18 Credits	FIRST YEAR SPRING—18 Credits
Executive Presentations (1 credit)	Executive Written Communication (1 credit)
Career Toolkit (2 credits)	Current Topics in Law and Ethics (2 credits)
Managing Organizations and People (3 credits)	IT Strategies for a Networked Economy (3 credits)
Financial Management (3 credits)	Creating Value Through Operations and Technology (3 credits)
Marketing Management (3 credits)	Economics and Management Decisions (3 credits)
Financial Reporting and Control (3 credits)	Competition, Innovation, and Strategy (3 credits)
Data Analysis for Managerial Decision Making (3 credits)	Nonprofit Finance and Accounting (3 credits)
SUMMER INTERNSHIP (Required)	
SECOND YEAR FALL—16 Credits	SECOND YEAR SPRING—12 Credits
Career Portfolio (1 credit)	Elective* (3 credits)
Elective* (3 credits)	Elective* (3 credits)
Elective* (3 credits)	Elective* (3 credits)
Elective* (3 credits)	Elective* (3 credits)
Elective* (3 credits)	
Elective* (3 credits)	*Three of the 9 electives must be Public & Nonprofit electives

PUBLIC & NONPROFIT ELECTIVES:

- Clean Technology Business Models
- Global Social Enterprise Field Seminar—Brazil
- Government, Society, and International Entrepreneurship
- Leading Mission-Driven Organizations
- Marketing Social Change
- Public Policy Analysis
- Social Entrepreneurship
- Strategic Fundraising and Corporate Philanthropy
- Sustainability and the New Entrepreneur

Depending on your area of study, additional electives may be arranged at other Boston University graduate schools, including:

- College of Communication
- Graduate School of Arts & Sciences
- School of Education
- School of Public Health
- School of Social Work
- School of Theology



An unconventional path to Boston.

< < Laura Plattner

MS • MBA, PUBLIC & NONPROFIT MANAGEMENT, '10

Laura's BA in English from the University of Virginia led her to the book publishing industry in NYC, but it was her volunteer work that prompted her move to Uganda to teach reading, arts, and crafts to impoverished children and fueled her travels around Southeast Asia.

Laura wanted a business school with a strong nonprofit program, and knew that BU's public and nonprofit concentration, over 30 years old, wasn't just a fad. (Plus she'll earn her MS in IS at the same time.) "I really wanted in-classroom learning related to nonprofits. BU's program has a lot of depth and so many alumni. Plus it affects the whole atmosphere of the business school and makes it a much more well-rounded learning experience."

Next January, Laura plans to attend the Brazil Field Seminar, which focuses on sustainability.



The School's central six-story atrium both optimizes the sense of community and embodies the School's emphasis on open communication in a cross-disciplinary curriculum. You can feel the energy the moment you enter the building.

Health Sector MBA

64 Credits

FIRST YEAR FALL—18 Credits	FIRST YEAR SPRING—18 Credits
Executive Presentations (1 credit)	Executive Written Communication (1 credit)
Career Toolkit (2 credits)	Current Topics in Law and Ethics (2 credits)
Managing Organizations and People (3 credits)	IT Strategies for a Networked Economy (3 credits)
Marketing Management (3 credits)	Creating Value Through Operations and Technology (3 credits)
Data Analysis for Managerial Decision Making (3 credits)	Economics and Management Decisions (3 credits)
Financial Reporting and Control (3 credits)	Competition, Innovation, and Strategy (3 credits)
Financial Management (3 credits)	Health Sector Issues and Opportunities (3 credits)

SUMMER INTERNSHIP (Required)

SECOND YEAR FALL—16 Credits	SECOND YEAR SPRING—12 Credits
Career Portfolio (1 credit)	Elective* (3 credits)
Health Service Delivery: Strategies, Solutions, and Execution (3 credits)	Elective* (3 credits)
or	Elective* (3 credits)
Drugs, Devices, Diagnostics: New Challenges, Strategies, and Execution (3 credits)	Elective* (3 credits)
Elective* (3 credits)	*It is required that 2 of the 8 electives must be Health Sector Management electives
Elective* (3 credits)	
Elective* (3 credits)	
Elective* (3 credits)	

SAMPLE HEALTH SECTOR ELECTIVES:

- Bench to Bedside
- Consulting Practicum in the Health Sector
- Corporate Entrepreneurship in the Health Sector
- Health Information Technology
- Health Sector Marketing
- Introducing and Sustaining Health Sector Innovation
- Managing and Improving Quality: Six Sigma Green Belt Certification
- Starting New Ventures

specialty MBA programs: Health Sector MBA



Our Health Sector MBA program is the only MBA program in New England accredited by CAHME*, so you're assured of both academic excellence and real-world application.

In fact, as the health sector continues to undergo fundamental and transformative changes, emerging leaders and managers enjoy an unprecedented opportunity

to shape the face of biotechnology, consulting, health information technology, health systems management, medical devices, pharmaceuticals, and public policy.

More than anything else, leaders within this sector need to balance a strong management foundation with an insider's knowledge of health-related issues.

Boston University's innovative Health Sector MBA answers this challenge, and prepares students for success within these demanding and competitive industries. We've grounded our curriculum in

practical, real-world learning by leveraging Boston's position as the nation's premier center of health-related organizations.

Many students perform a 400-hour internship at a leading health sector organization and complete an intensive consulting practicum, both of which add immediate value to our partner organizations and provide strong leads for future employment.

Students in this program may specialize in Health Care Delivery or Bio-pharma/Medical Devices, or a combination, and most also choose a second specialization such as finance, marketing, or entrepreneurship.

With all these opportunities to customize your approach, it's no wonder that 100 percent of our Health Sector MBA graduates were actively employed within three months of graduation in four of the past five years.

The degree is available on a full-time and part-time basis.

**The Commission on Accreditation of Healthcare Management Education*

specialty MBA programs: Dual Degrees

Many universities come with a business school.
We're a business school that comes with a major university.

You might be interested in the business side of entertainment, the international world of finance, the management issues inherent in health care, or the business implications of labor regulation.

If your plan is a career that bridges industries, a dual degree may provide you with the perfect combination of skills.

We currently offer ten such options through the School of Management in combination with Boston University's other nationally ranked schools and colleges—a benefit only a major research university can provide. Both the Graduate Programs Office and the Feld Career Center will work with you from your first semester to make sure you maximize the opportunities available within the University, including internship experiences, faculty contacts, and a rich alumni network.

Choose from any of these programs:

MBA/MA in International Relations

This program meets the needs of students seeking careers in international affairs where the focus is on research and analysis. Students in the joint International Relations program have access to vibrant centers for study and research, such as the Center for International Relations and the Institute for the Study of Ideology, Policy & Conflict. Graduates of this program go to careers in government, Foreign Service, intelligence agencies, NGOs, and consulting.

MBA/MA in Economics

The MBA/MA in Economics integrates scholarly rigor into the applied case study method of our management education. Graduates go on to careers in a wide variety of areas, including investment banking, management and strategy consulting, public sector management,

quantitative analysis, third world development, and environmental policy. Recent alumni include a Manager of Strategic Research at Toyota Motor North America and an Equity Risk Manager for Merrill Lynch, UK.

MBA/MA in Medical Sciences

This is an opportunity to combine a broad-based program in the medical sciences with professional study in health sector management and administration. Students take a number of courses including biochemistry, physiology, biostatistics, behavioral medicine, and medical nutrition sciences, as well as core MBA and health sector management coursework. Graduates of this program go on to careers in public health and health care management, and in companies conducting clinical research.



MBA/MPH in Health Care Management

This degree is appropriate for students who are interested in high-impact careers as managers of health care organizations or analysts for public or private organizations involved in the financing, delivery, or evaluation of health care services. The program provides students with the skills and knowledge necessary to formulate sound, innovative solutions to complex problems in the health care system. Students examine the link between health policy and effective management, incorporating studies in health program administration and organization, health policy and planning, and financial analysis for health care. Recent alumni have gone on to careers in health care consulting with firms such as KPMG and John Snow, Inc.

MBA/MPH in Global Health Management

Students in this program develop a deep and practical understanding of the unique context in which international health policy, financing, and management decisions are made. Students will have the opportunity to apply management skills to practical challenges in their area of interest, such as pharmaceutical policy and management, HIV/AIDS prevention and treatment, or global health management consulting. Graduates of the program will lead and manage institutions working to ameliorate the health of people in resource-constrained settings around the world, through organizations such as the World Health Organization, Department of State, the World Bank, consulting companies, and major charities.

MBA/MD

This degree is designed for those students specifically interested in the business side of medicine. Recipients of this degree generally intend to practice medicine, but may have long-term entrepreneurial or management interests they want to pursue simultaneously with or subsequent to their clinical careers. Most will enter medical residencies directly after the program.

MBA/JD in Health Law Management

Leveraging Boston University Law School's #7 U.S. ranking for health care law, this program equips you with an understanding of the interaction between legal and management principles in the field of health-services delivery. Health lawyers struggle with new and traditional legal problems in this economic sector, which encompasses more than 14 percent of the gross domestic product. These problems include ownership of electronic medical records,



public health and environmental risks, ethics and intellectual property rights involved with gene therapy, and countless others. Because the schools share many areas of focus, you can complete both degrees in four years rather than five.

MBA/JD in Law and Management

The worlds of law and business are more intertwined than ever, so attaining successful management results requires careful attention to legal and regulatory issues, often on a global scale. Recipients of this degree may work in law firms that have corporate legal practices, join the in-house legal departments of corporations, enter investment banking or financial services, or advise start-up companies. Because the schools share many areas of focus, you can complete both degrees in four years rather than five.

MBA/MS in Media Ventures

The focus of the MS portion of this new degree is the business of creating innovative content in the 21st-century media landscape. The MS in Media Ventures is a three-semester, bi-coastal program. After completing the first year of MBA studies, students will spend the fall semester in Boston where the emphasis is on how content and technology are used to create something new and profitable.

During the spring and summer semesters of the second year, you'll attend the BU Los Angeles program which includes coursework and two internships. The College of Communication is the partnering school.



MBA/MS in Manufacturing Engineering

The skill set of a great manager meets the expert knowledge of a manufacturing engineer in this specialized degree program. This unique coupling yields better graduates who are fully equipped to be top manufacturing, operations, product, plant, or market managers. Within this program, students study the latest manufacturing innovations in information processing, materials, devices, systems, process controls, and management science. Specific areas of research include biomaterial processing, fuel cells, energy storage devices, supply chain management, and nano engineering.

If your plan is a career that bridges industries, a dual degree may provide you with the perfect combination of skills.

Professional Evening MBA:
a part-time program with a full-time feel



As the #1 evening MBA program in Boston (BusinessWeek), our Professional Evening MBA program offers you the flexibility to continue working full time while embarking on a world-class MBA education.

With this program, you can keep your day job while experiencing the same academic privileges usually reserved for full-time students at most other schools.

Here, you take classes with the same distinguished faculty, and complete the same courses as full-time students, but do so on your terms—around your professional and personal commitments.

You even have your choice of two educational strategies: cohorted or self-paced.

If you choose the cohorted option, you'll follow a curriculum structure similar to the full-time program, and follow the first year of that coursework with a group of 50-55 students who will share your schedule. This unique experience allows our students to get the feel of a full-time program and the similar experiences of community, teamwork, and a sense of camaraderie that is hard to attain in other evening or weekend programs.

If you'd prefer a more flexible pace, you may choose the less regimented self-paced option, where you can take one to three courses per semester and be exposed to a wider network of your fellow students from the start. Both cohorted and self-paced options allow you to proceed on a logically sequenced trajectory of learning.

Regardless of the pace you choose, you'll have a host of convenient amenities at your disposal, including:

- Choice of two campuses, Boston or Chelmsford
- MBA program and career advisors specifically trained to assist evening students

- T stop directly in front of our building
- Evening and weekend parking at a reduced rate in the School of Management's garage
- Extended library and computer lab hours
- Evening hours at the School's very own Starbucks café
- WiFi access throughout the building

Professional Evening MBA students may also pursue all or part of the summer portion of the International MBA in China before returning to Boston to study on a part-time basis. If your organization allows an extended leave, the International MBA and our International Field Seminars in India, Asia, Europe, or Brazil provide a great way to enhance your international exposure while accelerating the completion of your course requirements.

With a Professional Evening MBA, you may also complete our Health Sector Management or Public & Nonprofit Management programs.

North Campus: Chelmsford, MA

We'll enable you to study close to home, but provide the same high-caliber experience as the Boston Campus.

As a student in our Professional Evening MBA program, North Campus, you'll:

- Follow the same exceptional core curriculum as our full-time students
- Enjoy access to the same distinguished faculty and extensive alumni network
- Choose to complete a multidisciplinary capstone project allowing you to reposition your role at work
- Receive personalized career management support, both during your studies and after graduation
- Complete your work as part of a highly supportive and collaborative cohort

Unmatched quality. Unrivaled convenience. You won't find a better opportunity north of the city. Don't wait to invest in your own success.



Professional Evening MBA

Cohorted option—September entry (Boston Campus and North Campus)

64 Credits

FIRST YEAR FALL 8 Credits	FIRST YEAR SPRING 8 Credits	FIRST YEAR SUMMER 4 Credits
Managing Organizations and People (4 credits)	Marketing Management (4 credits)	Data Analysis for Managerial Decision Making (4 credits)
Financial Reporting and Control (4 credits)	Financial Management (4 credits)	

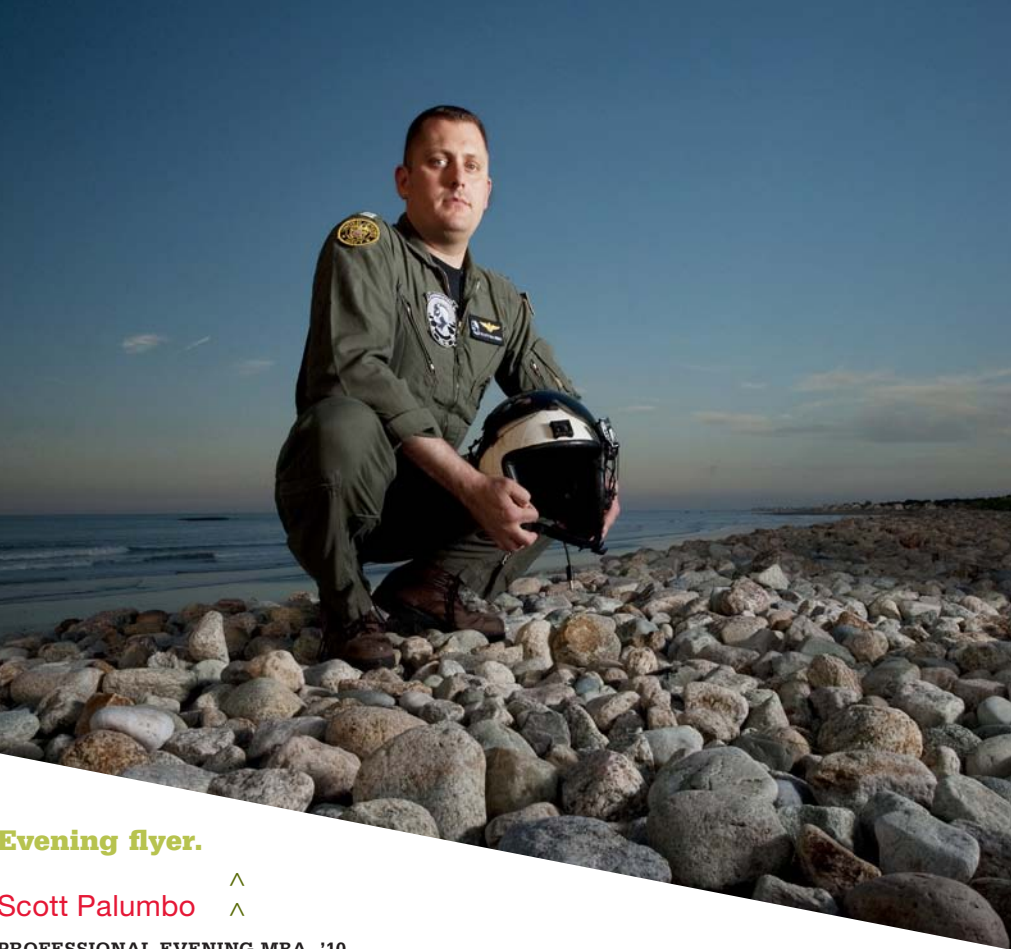
Courses to complete over the next three years of study
Creating Value through Operations and Technology (4 credits)
IT Strategies for a Networked Economy (4 credits)
Economics and Management Decisions (4 credits)
Competition, Innovation, and Strategy (4 credits)
Executive Skills: Career Development (1 credit)
Executive Skills: Executive Communication (1 credit)
Current Topics in Law and Ethics (2 credits)
Elective (3 credits)
Elective (3 credits)
Elective (3 credits)
Elective (3 credits)
Elective (3 credits)
Elective (3 credits)
Elective (3 credits)

Self-paced option—January or September Entry (Boston Campus only)

64 Credits

Self-paced students must begin the program with Managing Organizations and People (4 credits)

The remaining courses (60 credits) will match the "Cohorted Option" list above but may be taken in a sequence determined by the self-paced student, with the guidance of an academic advisor.



Evening flyer.

Scott Palumbo

PROFESSIONAL EVENING MBA, '10

His experience as a U.S. Navy pilot, deployed twice to Iraq, introduced Scott Palumbo to leadership and management. "In the Navy, I'd already been responsible for managing people and making major life-or-death decisions. The School's technology-oriented approach to operations and a concentration in strategic management were very appealing to me."

Once he got here, he also appreciated the holistic approach of the curriculum. "I've come across some really smart people who fail because they don't understand the art of business. There are a lot of high-ranking schools that you leave with business skills but not the ability to lead. The BU program prepares you to lead and manage."

Scott is currently employed at Wal-Mart in the company's leadership program, while pursuing his BU MBA in the evening.

Executive MBA:
where experience is part of the curriculum

In October 2008, *The Financial Times*, for the eighth year in a row, recognized our Executive MBA program as #1 in New England and among the top EMBA programs nationally.

Our Executive MBA program provides an ideal way for mid- and senior-level managers to earn their MBAs and move toward more strategically oriented careers—while they work, and in only 17 months.

The cohort participants are experienced, ambitious professionals who bring diverse viewpoints to the classroom. Their shared exchanges of frontline challenges, under the leadership of the School's most senior faculty, provide a depth and richness far beyond assigned readings. And of course, the program draws upon the School's cornerstones of teaching management as a system and team learning.

Beginning in January and concluding in May of the following year, the EMBA program provides both convenience and quality, consisting of:

- Four modules based on major management themes, in classes meeting Friday and Saturday every other week for 17 months.
- Four weeklong residential sessions held at six-month intervals, including one international trip.
- A Capstone Project, in which students apply their learning and expertise to create an international business plan.

⇒ For more information, visit www.bu.edu/emba



TEAM LEARNING
Group Development, Managing High-Performance Teams, Peer Coaching, and Process Consultation

Executive MBA

Residence Week 1: Business as a System and Team Learning
Management Systems, Organizational Behavior
January, Year 1

Module 1: Value Creation and Performance Measurement
Financial & Managerial Accounting, Marketing Management, and Data Analysis
February–May, Year 1

Residence Week 2: The Manager and Change
Group Behavior, Organizational Development, Conflict & Change, and Negotiations
June, Year 1

Module 2: Operating and Economic Decision Making
Operations Management, Microeconomics, and Macroeconomics
July–September, Year 1

Module 3: The Competitive Environment
Finance, Corporate Strategy, and Strategy of Technology
September–December, Year 1

Residence Week 3: Perspectives on Leadership
Ethics, Leadership, and Career Assessment
January, Year 2

Module 4: New Venture Creation in a Global Economy
International Management and Strategy, Business Law, Entrepreneurship, and Social Responsibility
January–May, Year 2

Residence Week 4: The Global Environment
Business Development, International Management, and Country Analysis
May, Year 2

CAPSTONE PROJECT

International Management, Global Finance, Business Law, Entrepreneurship, and Environmental Management

MS in Investment Management



< < Scott Stewart, CFA

Scott Stewart, Research Professor, Executive in Residence, and Faculty Director of the MS in Investment Management program, came to Boston University after 14 years of building a \$45 billion global investment team at Fidelity. His textbook, *Running Money: Professional Portfolio Management*, co-authored with Jeff Heisler and Chris Piros, debuted in 2009.

Our Master of Science in Investment Management (MSIM) program is the first graduate program in the nation to be named a CFA Program Partner® by the CFA Institute. The curriculum is solidly linked to professional practice and one that provides ideal preparation for the Chartered Financial Analyst examinations.

The MSIM program gives you a broad understanding of the financial markets, teaches you techniques to evaluate companies in depth, and provides opportunities to craft advanced investment strategies.

Your coursework combines solid grounding in the quantitative and statistical rigors of the field with the subtleties of equity analysis and the softer skills of teaming with peers and effectively presenting your recommendations.



You'll also learn the basics of industry-standard tools, including Capital IQ, FactSet, and BARRA for your investment research and portfolio management responsibilities.

Through our Student Investment Fund, you'll work with real data, real companies, and real money, to gain the sort of research and decision-making experience that is so highly valued by hiring companies. You'll also experience some of the pressure—with only a fraction of the peril.

Another benefit: the MSIM program allows you to earn your degree in only 17 months without leaving your job: starting in January and ending in May the following year.

MS in Investment Management

38 Credits

FIRST RESIDENCE WEEK AND SPRING SEMESTER

- Managerial Decision Making (2 credits)
- Quantitative Foundations (2 credits)
- Financial Statement Analysis (3 credits)
- Principles of Finance (4 credits)

CFA Level I Exam Taken*

SUMMER	FALL
Equity Analysis (4 credits)	Fixed Income Analysis (4 credits)
Corporate Finance (4 credits)	Derivatives (4 credits)

SECOND RESIDENCE WEEK AND SPRING SEMESTER

- Portfolio Management (4 credits)
- Risk Management (4 credits)
- Integrated Investment Management (3 credits)

CFA Level II Exam Taken*

* optional

MS in Mathematical Finance

When math is your passion, you have an affinity for logic and analysis, and you're highly motivated to take on a demanding curriculum, consider the Master of Science in Mathematical Finance (MSMF).

The MF profession combines daily intellectual challenges with attractive financial rewards.

Job prospects? Excellent.

Following the recent turmoil in financial markets, institutions are even more eager to employ bright MF professionals applying rigorous analyses to financial data. The MF program prepares graduates with the skills necessary to develop high-level expertise in the quantitative side of finance and includes a real-world internship.



Our alumni work for dynamic companies and organizations in major cities around the world. The partial list below demonstrates the wide diversity of alumni placements.

Speed. Expertise. Rewards.

In just three semesters, you'll have a competency that will immediately set you apart. You'll work and study with an industry-tested faculty that prides itself on combining real-world experiences with emerging best practices.

A sampling of current employers:

- Bank of America
- Bloomberg L.P.
- BNP Paribas
- U.S. House of Representatives
- Manulife Financial/John Hancock
- Morningstar China
- State Street Global Advisors

Program highlights:

- Intensive one-year MS, September through June
- Internship to add real-world experience
- Focused, interdisciplinary, and cutting-edge curriculum dedicated specifically to mathematical finance
- Integration of advanced theory with practical applications
- Direct support from the School of Management's Feld Career Center in job search, résumé, and interview preparation.

MS in Mathematical Finance

40 Credits

FALL

- Fundamentals of Finance (4 credits)
- Stochastic Methods of Mathematical Finance (4 credits)
- Optimization Methods of Operations Research (4 credits)
- Introduction to Probability Theory (4 credits)

SPRING

- Introduction to Mathematical Finance (4 credits)
- Statistical Analysis of Financial Data (4 credits)
- Fixed Income Derivatives (4 credits)
- Software Development with C++ for Mathematical Finance (4 credits)

SUMMER

- Stochastic Optimal Control and Investment (4 credits)
- Computational Methods of Mathematical Finance (4 credits)
- Approved summer internship

PhD in Mathematical Finance.

The professorial and theoretical track.

For those considering a life as a faculty member or theoretical researcher, the Mathematical Finance PhD program includes courses in advanced mathematics and advanced finance, as well as experience teaching and conducting research on a thesis topic under the guidance of senior faculty at the School of Management.

Boston University covers the full tuition for most MF doctoral students and also provides a stipend. Competition is extremely rigorous and only one or two students are admitted each year.



Please visit www.bu.edu/mathfn to find the latest curriculum details and admission information.



< < Shuba Srinivasan

ASSISTANT PROFESSOR OF MARKETING

"A good marketer also has to be a master of sociology, statistics, economics, cultural studies, and more. The whole notion at the School of aligning all the functions of management and integrating them together to advance knowledge is particularly appealing to me."

Shuba Srinivasan focuses her current research on marketing return on investment. "Only about 50 percent of advertising actually works. My research focuses on determining which half of the marketing spend is actually worthwhile and which is wasted."

BU's unique style of team-learning, distinctive because of the diversity of its students and professors, works well for Srinivasan too. "The School's unique approach to teamwork is invaluable as a teacher because I'm learning from the give and take of working on real-world business problems with my students. Their input actually helps to inform my research."

Today's rapidly evolving business environment continues to challenge management schools as much as practitioners in the field. Evolving technological advances, accelerating global competition, and constant shifts in political and social conditions demand flexible thinking and a broad vision.

In our Doctorate of Business Administration (DBA) program, you'll develop and shape management theories for this environment, advancing the academic study of business, but firmly grounding your research in real-world practice.

The program is intentionally small, so you can work closely with faculty members throughout every phase of your study. During this rigorous training, you'll complete coursework in the specialized field of your choice:

- Accounting
- Business Policy and Law
- Information Systems
- Marketing
- Operations and Technology Management
- Organizational Behavior
- Strategy and Innovation

You'll also complete a minor concentration so you can approach your research with a vital cross-disciplinary perspective. The theoretical and practical knowledge you'll acquire provides ideal preparation to excel as a teaching faculty member, advance leading academic discourse among your peers, and form invaluable research partnerships within industry.

You'll also find our financial packages among the most competitive in the country. The majority of our students receive substantial assistance, with fellowships covering full tuition for four years and a generous stipend.



non-degree options: open enrollment and custom offerings

Executive programs.

Ranked 12th in the world for course design and 16th in the U.S. for overall education (*Financial Times*), our Executive Programs provide individuals and companies a combination of results-oriented coursework and academic research from our renowned faculty. Our curriculum is constantly evolving to meet and exceed the needs of business professionals who know they must continue to develop their portfolio of skills or be left behind. We offer:

Open Enrollment Programs

Our Executive Programs attract international executives who know they must continue to evolve as fast as technology changes. Our curricula are designed to parallel the functional skills of an MBA in a format specific to the profession or industry.

Our open enrollment programs include:

- The Mini MBA for In-House Counsel
- Strategy and Entrepreneurship
- The CIO Pocket MBA
- Marketing and Sales
- Accounting and Finance for the Non-financial Executive
- The Pocket MBA for Physicians

Certificate and Diploma Programs

The Executive Leadership Center provides entrepreneurs with a set of skills and tools that will make them more successful. One such program, the online graduate certificate in entrepreneurship, was named a “top 5 e-school” by *Fortune Small Business* and *CNN Money*.

Our participating companies and clients include:

- Biogen Idec, Inc.
- City of Atlanta
- Ericsson
- Federal Reserve Bank of Boston
- IBM
- LG
- Ministry of Commerce—China
- University of Wurzburg
- Verizon

Custom Programs

The Executive Leadership Center is most well known for our custom programs that are uniquely designed to address the challenges encountered by specific companies worldwide. Our clients are big and small, local and international. Our program design involves specific one-on-one consulting with company leaders and faculty with a clear framework for course delivery, assessment, and post-program implementation.

Conferences

The Executive Leadership Center offers a broad range of practical, high-quality conferences, each customized to the professional or to the industry. In the design of each conference, special attention is given to achieving identified outcomes through a forum in which participants exchange ideas, learn best practices, and are able to apply their new skills the next day.

➡ For more information, visit www.management.bu.edu/exec.



You learn to leverage the skills of your team members as you become a strong leader.



the University advantage—
where ideas and innovations ignite

The fourth-largest private research university in the U.S., located in the academic capital of the world, provides a multitude of options. By attending the School of Management, you gain unparalleled access to one of the nation's largest collections of academic libraries and research centers.

Even if you're not enrolled in a dual degree program, you're able to take classes at most of our other schools and colleges, such as courses on intellectual property or technology commercialization at our School of Law, or international relations courses at our Graduate School of Arts & Sciences.

If you have an idea for starting your own company, or you are attracted to new ventures in one of the emerging technology sectors of health care, clean tech, or communications, then the Institute for Technology Entrepreneurship & Commercialization (ITEC)

offers you the opportunity to concentrate in entrepreneurship during your management program. ITEC provides hands-on, interdisciplinary team projects and internships working with outstanding Boston University researchers, local companies, and international enterprises. ITEC can help you build a strong network of business leaders, investors, and mentors through student-led networking events, workshops, and business plan competitions. Explore the world of the new entrepreneur at www.bu.edu/itec.

A University of diversity.

One of the greatest resources at BU is the international diversity of the community here (there are approximately 4,500 international students on campus), and this richness is reflected in the University's events calendars. On any given day, you might attend an event on the life of Mahatma Gandhi, the biodiversity of the rain forest, or the food of Myanmar; you might take in a performance by big band jazz musicians, modern dance duets, or the world-class

Huntington Theatre players; or you might attend an exhibition featuring biblical lithographs, colossal concrete sculptures, or the work of contemporary Cuban artists.

You'll have access to the modern Boston University Fitness & Recreation Center, including its 18,000-square-foot weight and cardio room, an aquatic center, an indoor jogging track, a 35-foot climbing wall, and plenty of basketball, racquetball, and squash courts. Students can work out on their own, join a class, or participate in one of the numerous intramural sports and athletic contests held year round.

And don't forget about Agganis Arena, home of our nationally ranked men's ice hockey team. It's also a tremendous concert venue that draws top international acts to campus each semester.



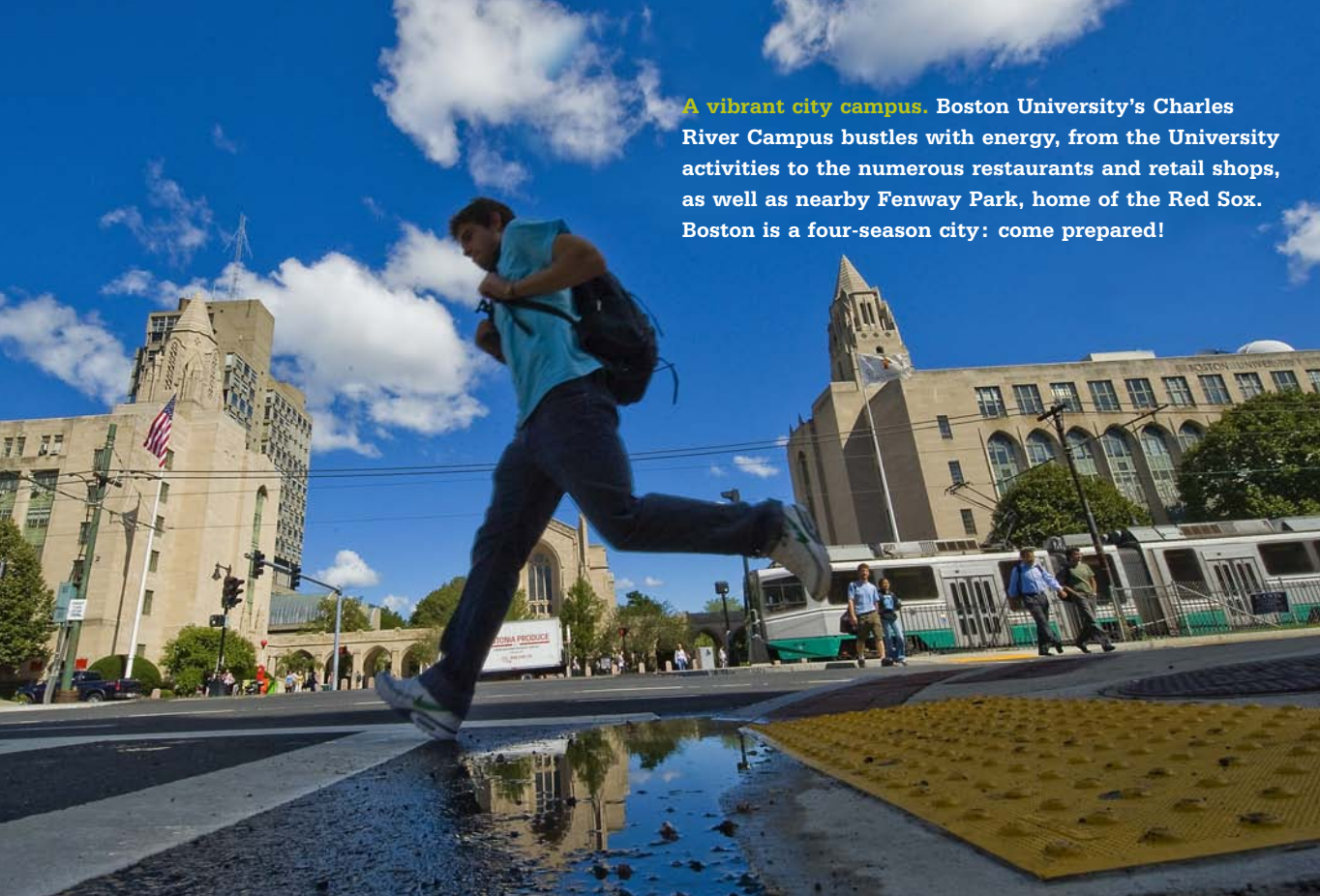
Active Research at BU

The School of Management is home to a variety of institutes and research centers where students, faculty, and industry leaders work together to address today's most pressing management issues. The centers include:

- Executive Development Roundtable
- Human Resources Policy Institute
- Institute for Global Work
- Institute for Nonprofit Management Leadership
- Institute for Technology Entrepreneurship & Commercialization
- The Leadership Institute

In addition, Boston University sponsors more than 70 additional research centers that exemplify the vibrant intellectual life on campus, such as:

- Center for the Advancement of Ethics & Character
- Center for Energy & Environmental Studies
- Center for Information & Systems Engineering
- Center for Health Care Entrepreneurship
- Center for BioDynamics
- Institute for Economic Development
- Pardee Center for the Study of the Longer-Range Future



A vibrant city campus. Boston University's Charles River Campus bustles with energy, from the University activities to the numerous restaurants and retail shops, as well as nearby Fenway Park, home of the Red Sox. Boston is a four-season city: come prepared!



the Boston advantage



Boston, the most European of American cities, is many things to those who study here, but above all, Boston is a vibrant city defined by unparalleled cultural, ethnic, and social diversity.

Boston is an evening stroll through Beacon Hill. A morning row or jog on the Charles River. Cheering on the Red Sox at Opening Day at Fenway Park. Tracing the steps of the American Revolution along the historic Freedom Trail. High-end

shopping on Newbury Street. People-watching at Faneuil Hall Marketplace and Quincy Market. Alfresco dining in the North End.

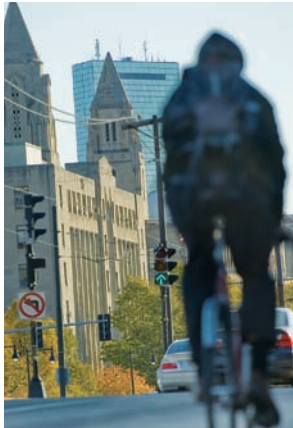
While it's called the "Athens of America" because of its many academic institutions and commitment to intellectual curiosity, the city is more than just the sum of its colleges and universities. And you'll be just a short walk, subway, or cab ride from all of it.

Plus all of New England is close by. Within a quick drive or bus ride, you'll find yourself on the shores of Cape Cod, or the ski slopes and hiking trails of Maine, New Hampshire, or Vermont. Travel lovers will enjoy exploring the regional foods, bike trails, antique shops, quaint villages, and historic sites commemorating the early settlers. Come to Boston University, and get all of New England as a bonus.

For business students, the Boston area is a leading center for:

- Finance
- Medicine
- Venture capital
- Telecommunications
- Consulting
- Biotechnology

If you're looking to accelerate your career, there is no better place to find an internship or jump into the job market.



Part of the Boston skyline as seen from the Cambridge side of the Charles River.



A lifelong community: join something bigger than yourself

Beyond grades, deadlines, and projects, the School of Management, at its core, is about a sense of place and community.

It's about expressing yourself—nurturing that well-rounded person within and creating relationships that will last a lifetime.

It starts with Orientation, where you'll participate in group exercises that build camaraderie, as well as a little friendly competition. You'll

enjoy dinners with your cohort members, play on intramural sports teams, and attend local pub nights with fellow students and faculty alike. There are semi-formals, opportunities to perform community service with your classmates, and events to introduce your family or significant other to your life in the program.

While all this happens outside the classroom, it builds your support network within it.

So you'll always be next to a friendly face and a helping hand.

You'll enjoy these opportunities because our graduate student government members are some of the most active and responsive in the country. And our Graduate Programs Office often adds meaningful touches, like hosting ice cream socials during finals periods or the "Cohort Cup," a competition where each group competes for prizes in events like bowling, trivia, soccer, and a talent show.

Learning beyond the classroom

You can also participate in the School's wide variety of student clubs and associations, which include:

Asian Business Club	International Tech Strategy Case Competition	Public & Nonprofit Club
Black MBA Association	IPConnectEd	Real Estate Club
BU Biotechnology Association	Latin American MBA Association	Sports Management Association
BU Entrepreneurs	Marketing Club	Symposium
Chinese MBA Association	MBA Ambassadors	Urban Land Club
Cohort Cup	MBA Council	West Coast Networking Club
Cohort Q (LGBT student organization)	MBA Fashion Business Club	Women's MBA Association
Consulting Club	MBA Fitness Club	
Energy Club	MBA Partners Club	
Finance Club	MS•MBA Association	
Health Services Management Association	Net Impact	

If you have an idea, you can start your own club!



“My MS•MBA experience helped me earn a Robert Bosch Fellowship for Future Transatlantic Leaders. I worked with state agencies and private companies in Germany on renewable energy technology and process transfer initiatives in rural areas. I was interested in new development models that emphasize portfolio approaches to renewable energy development. I was able to use portions of the business plan I wrote in my Social Entrepreneurship course as the foundation of my project work in Berlin.”

Brandon Mendoza, MS•MBA 2007
Hometown: Stevens Point, Wisconsin
Undergraduate college: Fort Lewis College
Undergraduate degree: BA, International Business

“After four years of working with a business consulting firm, I was looking to further build my leadership skills, so I decided it was time to come to business school. Among many strengths, BU offered cultural diversity, which was very important to me. I was very impressed with the level of my classmates and faculty and wouldn't trade my experience in the School or Boston for anything in the world. I began a position with Bank of America last year.”

Danielle Rodriguez, MBA 2008
Hometown: Bucaramanga, Colombia
Undergraduate college: Universidad Industrial de Santander, Colombia
Undergraduate degree: Industrial Engineering



“My MBA work taught me to synthesize large amounts of information, perform in-depth data analyses, and develop actionable plans within a collaborative environment. As a result of BU's focus on using information strategies to excel in a networked economy, I felt confident and prepared starting my internship at Microsoft, and that preparation ultimately translated into a permanent position with them.”

Robert Rizk, MBA 2008
Hometown: Lewiston, Maine
Undergraduate college: Bowdoin College
Undergraduate degree: BA, Biology

“The worlds of public health and business have historically been separate disciplines, but the future of global health depends on the integration of these two industries. This is why pursuing my MBA/MPH at BU was one of the most valuable and practical experiences for me. It's given me both the academic foundation and the necessary field experience. For example, I was able to intern for the Lesotho-Boston Health Alliance in southern Africa, helping to strengthen the clinical and management components of the health care system there.”

Sonali Padhi, MBA/MPH 2008
Hometown: Los Angeles, California
Undergraduate college: University of California, Berkeley
Undergraduate degree: BA, Integrative Biology



the Feld Career Center:
partnering for success, from day one



It's not just a place that critiques your résumé. It's your first business partner.

Starting in the first week of classes, our Career Center counselors provide training for lifelong career development. Many of the staff worked first on the corporate side and know exactly what recruiters seek.

The Career Center's dedication to each student's success is best expressed through our Professional Portfolio program, a partnership between student clubs, faculty, and the Career Center.

The program is designed with your goals in mind—securing a fulfilling internship and a position in the industry or business sector of your choice. You'll assess your evolving skill sets and career experiences, refine your professional trajectory by investigating key industries, and develop a tactical interview strategy.

The Professional Portfolio's benefits are long lasting. You'll gain:

- An established network of colleagues, alumni, and other professionals in your industry
- Faculty collaboration and a close community within your specialty
- Essential presentation skills prized by top employers
- In-depth guidance on how to create winning résumés and cover letters
- Key knowledge of employers' expectations and suggestions for successful entry into your chosen field

The Feld Career Center also brings the most competitive companies to campus during recruiting months and offers other personalized, results-driven services, including:

- **Career Toolkit, a required, two-credit course, designed to assist students with internship search basics, such as résumés and cover letters, informational interviews, and peer and professional networking. Students will create a personalized career development plan. The Career Center introduces strategies and methods to help guide students through their MBA internship search.**
- **An international student series, which provides critical information to help international students navigate the job search.**



Results beyond the usual.

- More than 500 companies recruit our students
- 95% employment within three months of graduation
- 96% employment for international students within three months of graduation
- Nearly 1,000 positions posted annually through the Feld Career Center
- 62% of all 2008 job offers came from Feld Career Center-facilitated activities, more than twice the national average
- Employment across a widely diverse spectrum of organizations
- Average MBA starting salary in 2008: \$89,543
- Average signing bonus in 2008 was \$16,767 and other compensation averaged \$19,016

Career Center Event Calendar
Highlights for Graduate Students

SEPTEMBER

How to Work a Career Fair
The Key to Informational Interviewing
Leverage Your Summer Experience
International Student Seminar Series
Demystifying Wall Street

OCTOBER

Case Interviewing Workshop
Careers in Consulting
Fundraising Bootcamp
Careers in Finance Forum
Investment Banking Bootcamp
Day on State Street

NOVEMBER

Secrets of Networking
Second-years Present: Introducing the Internship Possibilities to First-years

JANUARY

Jumpstart Your Career Search
Careers in Corporate Social Responsibility
Health Sector Management Speaker Series

FEBRUARY

Spring MBA Career Fair
American Marketing Association Networking Night
Careers in Marketing

MARCH

Jumpstart Your Internship

APRIL

Maximizing Your Internship
Virtual Career Fair

MAY

NYC Networking Event
Backpacks to Briefcases



An appetite for technology

^

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Antonio Caroprese

MS • MBA 2009

Antonio, an Italian-Venezuelan, accepted a senior consulting position at Deloitte. Assigned to the San Francisco office, his area is technology integration systems across a wide range of industries. Antonio says, "I picked BU because of the MS • MBA and I think it made a great difference in landing the job." He interviewed for the job through the National Society of Hispanic MBAs National Conference job fair.

Antonio, a former president of the Latin American MBA club, and his wife, Domenica, took advantage of the many international dining options close to campus, including one of his favorites, Orinoco in Brookline (Venezuelan, of course!).

A Selection of 2008 and 2009
MBA Employment:

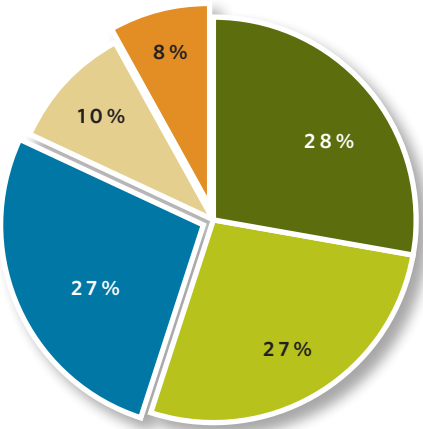
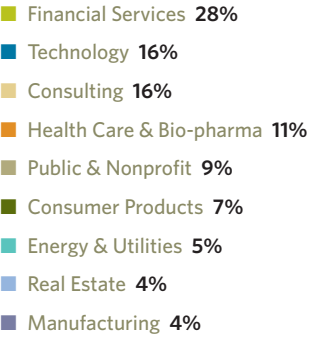
Adobe, Business Development Manager
AIR Worldwide, Segment Marketing Manager
AT&T, Leadership Development Program
Autodesk, Inc., Product Manager
Bank of America, AVP/Client Manager
Bank of America, Marketing Product Manager
Bank of America, Product Manager, Global Wealth Management
Bayer Pharmaceuticals, Manager of Reimbursement
Bristol-Myers Squibb, Information Management Associate
Ceres, Manager, Development Programs
Chevron, IT Leadership Program
Comcast, Associate Product Manager
Common Impact, Associate Consultant
Deloitte Consulting, Senior Consultant
Duff & Phelps, Senior Associate
ECG Consulting, Senior Consultant
EMC, Marketing Leadership Development Associate
Ernst & Young, Senior Manager—Transaction
Advisory Services
Fidelity Investments, Financial Leadership
Project Manager
First Act, Marketing Manager
Genzyme, Senior Marketing Analyst
IBM Consulting, Senior Consultant
Keane Consulting, Consultant
Liberty Mutual, Project Manager
L'Oreal, CRM/Internet Manager
Massachusetts General Hospital, Fellowship Program
Microsoft, Senior Marketing Manager, Microsoft Advertising
Pepperidge Farm, Brand Manager
Philips Healthcare, Market Research Manager
Pratt & Whitney, Leadership Development Program
PwC Healthcare, Associate Consultant
Raytheon, IT Leadership Development Program
Royal Bank of Canada—Debt Capital Markets,
Associate
Seventh Generation, Retail Concept Manager
Staples, Senior Financial Analyst
ThermoFisher Scientific, Leadership Development Program
Tufts Medical Center, Senior Business Planning Analyst
WGBH Enterprises, Sales and Marketing Manager
Zipcar, Inc., Product Manager

Our Alumni: An International Network

Our management alumni number over 33,000 worldwide, providing a distinct advantage as you execute your personal business plan. Many are mentors, career advisors, and advocates, routinely hiring for internships or jobs after graduation. Add to that the Boston University-wide alumni base of 300,000, spread across every field you can imagine.

Our major domestic alumni markets are exactly where you want to be: Boston, New York, Washington, D.C., Chicago, Los Angeles, and San Francisco. And our extensive international alumni population ensures that no matter where your plan takes you, you'll have a Boston University connection.

Employment Opportunities Secured by Industry



Employment Opportunities Secured by Career Type



Management alumni shape the world

Mickey Drexler > >

Mickey Drexler, MBA '68, is CEO of J. Crew. He also built The Gap and Banana Republic into retail stars. In his illustrious career in fashion retail, Millard “Mickey” Drexler has mastered the art, science, and technology of business in each new venture. Of J. Crew, he says, “We’re a fashion company in the hospitality business.”

Boston University School of Management has prominent alumni in nearly every nation around the globe. Some examples include:

Pascal Aguirre, Partner, McKinsey & Co.
Edward C. Arditte, Senior Vice President,
Tyco International Ltd.

Alessandro Benetton, Vice Chairman,
Benetton Group

Michael Bronner, Founder and Chairman,
UPromise

Bob Carrigan Jr., President,
International Data Group Communications

Jim Carrington, Global Marketing Group
Executive, Mastercard Worldwide

Janet Faulkner Chapman, Chief Privacy Officer,
Charles Schwab

Audrey Dumper, Vice President of Marketing,
Trader Joe's

Bob Egan, Managing Partner, Environmental
Capital Partners

Robert Hawley, Head of Fixed Income,
BNP Paribas

Frederick Huntsberry, COO,
Paramount Pictures

James Jeffrey, Ambassador,
U.S. Department of State

David Kirschner, CFO, Children's Hospital

Joanna Lau, Founder, Lau Technologies
and Viisage Technologies

Michael Lee, Managing Director, Hysan
Development Co. Ltd.

John O'Brien, CEO, UMass Memorial
Healthcare System

Peter Paul, Founder, Paul Financial

Christine Poon, Dean, Fisher College of
Business, Ohio State University

Eva Siekierski, Director, Hedge Fund Capital
Group, Deutsche Bank Securities, Inc.

Walter Skowronski, President, Boeing Capital

Louis J. Volpe, Managing General Partner,
Kodiak Venture Partners

Charles A. Walk, President, Epic Records



Faculty

Grounded in the real world.

Our faculty members routinely bring their own research and consulting experience into their classrooms, where students become part of the collaborative process.

Faculty regularly partner with leading businesses and government agencies, often receiving the most competitive and prestigious grants in doing so.



They are also active writers, contributing to current academic discourses and serving on editorial boards of leading journals, such as *Management Science*, *Journal of Economics & Management Strategy*, *MIS Quarterly Executive*, and *Journal of Operations Management*. Some prominent faculty include:

Professor David Weil, Everett V. Lord Distinguished Faculty Scholar, Finance & Economics Department, researches public policy and intervention; labor market policy; regulatory performance; industrial and labor relations policy; and supply chain restructuring. Over the years, he has become a national authority on the nexus of labor-management-regulatory issues.

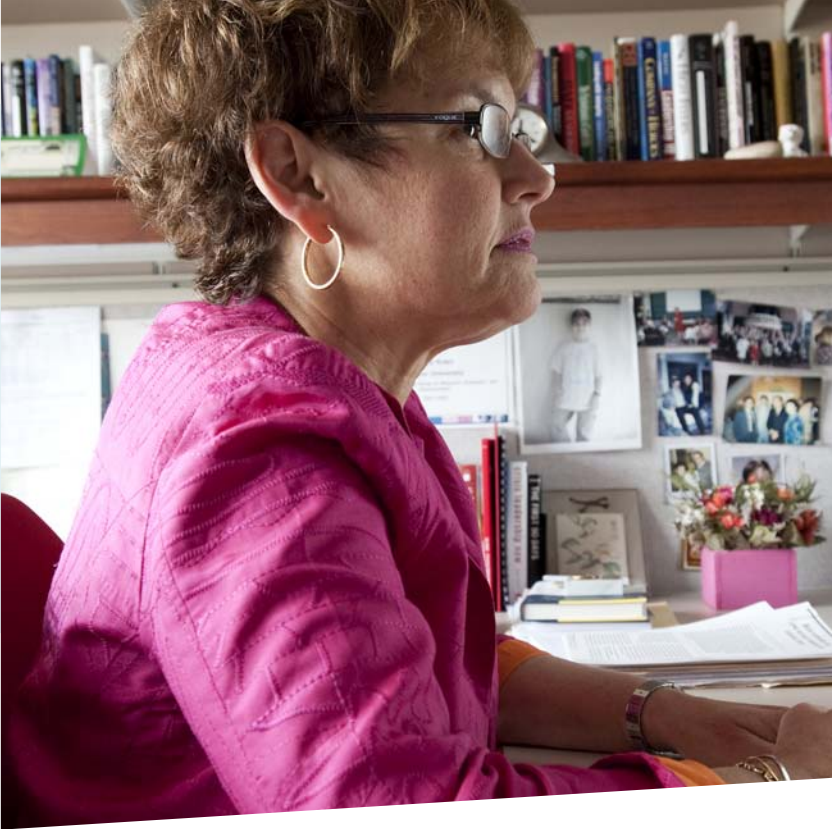
Executive-in-Residence Peter Russo teaches entrepreneurship and strategy courses, and serves as director of Entrepreneurship Programs for the University's Institute for Technology Entrepreneurship & Commercialization, which is housed within the School. Prior to joining the faculty, Russo was CEO of Data Instruments, a venture-backed technology company (currently Honeywell Data Instruments). In addition, Russo lends his expertise as an advisor and board member for a number of commercial and nonprofit organizations.

Kathy Kram > >

PROFESSOR OF ORGANIZATIONAL BEHAVIOR

The Shipley Professor of Management, Kathy Kram is a nationally respected expert on mentoring. The balance of her research is work on gender and leadership, executive coaching, and relational learning and its role in leadership training. She is the first female of the School to be honored with an endowed chair.

As one student describes her, "Professor Kram pours her all into her class and into her field. She really makes the School a richer place." Kram, who earned her PhD from Yale, is a board member and visiting research scholar at the Center for Creative Leadership.



Professor of Strategy and Policy Susan S. Samuelson

has co-authored four business law textbooks that have collectively been published in 13 editions. A graduate of Harvard Law School, she is interested in the intersection between management and law, and her research has addressed the management of law firms as well as the corporate management of legal issues. Samuelson is faculty director of the Executive MBA program and the School's programs that provide management training to lawyers.

James Post, John F. Smith Professor in Management, Department of Strategy and Policy, co-authored the leading textbook in the field of business ethics and corporate governance, entitled *Business and Society: Corporate Strategy, Public Policy, Ethics*, up through the 11th edition. He has received several sizable grants from the Alfred P. Sloan Foundation over the past decade and is regularly quoted in *The New York Times*, *Financial Times*, and *Bloomberg*.

TIPS from the professor.

Zvi Bodie > >

NORMAN AND ADELE BARRON PROFESSOR IN MANAGEMENT

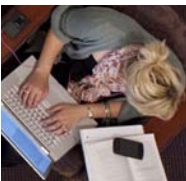
Zvi Bodie has written some of the most controversial and thought-provoking work on personal finance in recent decades, including "Life Cycle Investing in Theory and in Practice," which appeared in *Financial Analysts Journal*. He regularly addresses audiences worldwide at events such as the U.S. Pensions & Investment Summit, where he touts TIPS (Treasury Inflation-Protected Securities) as the wisest long-term investment.



the next step in your business plan: apply

a personalized admission process.

We know that applying to business school can be stressful. That's why you'll find our Admission team both approachable and accessible—we pride ourselves on personalized attention and prompt answers to your questions.



Throughout the application process, our Graduate Admissions Office promises that you will have a thoughtful and timely response to your completed application. We are here to provide you with support and to make the experience as transparent as possible.

After submitting an application, many candidates are invited to interview with us. We are committed to admitting top-quality students who will complement each other in our cross-functional, team-learning environment and will continue to support one another long after graduation.

⇒ Details and Registration at www.management.bu.edu/events

admission requirements.

Application requirements vary by program and can be found on our website. Common requirements for all of our programs include:

- Application form including essays
- Current résumé
- Two letters of recommendation
- Official copies of all university-level transcripts (undergraduate and graduate)
- GMAT results: request official scores and include a copy with your application package
- IELTS, PTE, or TOEFL results*
- \$125 Application fee

*Waiver eligibility, as well as additional information for international applicants, is available online.

⇒ Apply online at www.management.bu.edu/apply



Tuition, Scholarships, and Aid: We'll Help You Get There

Tuition for our full-time MBA programs for 2009/2010 is \$37,910 per year.

Tuition for our professional evening MBA program is \$1,184 per credit.

While earning a management degree from Boston University is an invaluable experience, we want it to be an affordable one as well. We offer numerous scholarship and financial aid opportunities to ensure that talented individuals have a place at the School of Management.

For example, of the full-time MBA and MS•MBA class entering fall 2009, more than 75 percent received scholarship assistance.

Those in other full-time programs have similar opportunities to receive substantial scholarship benefits, while all domestic students can apply for a variety of federal financial aid programs.

2009/2010 Travel Schedule

Discover more about the Boston University School of Management and meet members of our admissions committee at informational fairs worldwide. Join us in the following cities in 2009/2010:

Latin America	Europe	North America
August/ September 2009	October 2009	Fall 2009/ Winter 2010
Bogotá, Colombia	Athens, Greece	Atlanta
Buenos Aires, Argentina	Kiev, Ukraine	Austin
Caracas, Venezuela	London, UK	Boston
Lima, Peru	Madrid, Spain	Charlotte
Mexico City, Mexico	Milan, Italy	Chicago
Monterrey, Mexico	Moscow, Russia	Cincinnati
Rio de Janeiro, Brazil	Paris, France	Cleveland
Santiago, Chile		Dallas
São Paulo, Brazil		Denver
	Middle East	Detroit
	October/ December 2009	Houston
	Abu Dhabi, United Arab Emirates	Los Angeles
Asia	Cairo, Egypt	Miami
September/ November 2009	Dubai, United Arab Emirates	Minneapolis
Bangkok, Thailand	Istanbul, Turkey	New York
Beijing, China	Tel Aviv, Israel	Philadelphia
Hong Kong		Phoenix
Seoul, Korea		Pittsburgh
Shanghai, China		Portland
Singapore, Singapore	India	Raleigh
Taipei, Taiwan	November/ December 2009	Salt Lake City
Tokyo, Japan	Bangalore	San Diego
	Chennai	San Francisco
	Mumbai	San Juan, Puerto Rico
	New Delhi	Seattle
		St. Louis
		Toronto
		Washington, DC

Admission Deadlines

PROGRAM:	ENTRY DATE:	COMPLETED APPLICATION RECEIVED BY:	ADMISSION DECISION SENT BY:
MBA or MS•MBA (full-time only)	August	November 15 January 15 March 15	December 15 February 15 April 15
One-year International MBA	May	November 15 January 15 February 15	December 15 February 15 March 15
Professional Evening MBA (Boston Campus or North Campus)	August January*	November 15 January 15 March 15 May 15 September 15 November 15	December 15 February 15 April 15 June 15 October 15 December 15
MS/PhD in Mathematical Finance**	August	December 15 February 15 April 15	January 15 March 15 May 15
MS in Investment Management	January	July 15 September 15 November 15	August 15 October 15 December 15
Executive MBA	January	September 2 November 2	October 2 December 11
DBA**	August	January 5	April 1

*Boston campus only

**May alternatively take the GRE

Boston University's policies provide for equal opportunity and affirmative action in employment and admission to all programs of the University. Boston University prohibits discrimination against any individual on the basis of race, color, religion, sex, age, national origin, physical or mental disability, sexual orientation, or marital, parental, or veteran status.

Courses and programs subject to change without notice.



Boston University School of Management
Graduate Admissions

595 Commonwealth Avenue
Boston, MA 02215
Phone: 617-353-2670
Fax: 617-353-7368
E-mail: mba@bu.edu

www.management.bu.edu

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