

THE INTERSECTION OF BUSINESS, POLICY, AND SOCIETY

THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF
BUSINESS

MBA PROGRAMS



Engaging the world from the nation's capital

WHAT'S INSIDE

2	Welcome	21	Healthcare MBA
4	MBA Overview	22	International Focus
6	Diversity of Ideas	26	Career Center
8	Meeting of the Minds	28	Program Overview
10	Ethics and Environmental & Social Responsibility	30	Life in D.C.
12	Global MBA		
16	Professional MBA and Accelerated MBA		
20	World Executive MBA		

Jason Garner graduated from the George Washington University in 2005 with a degree in International Affairs and Spanish. He will complete his Professional MBA in 2013. In his words: "This is the perfect fit for my schedule and personal life. And being at the center of business, policy, and society means being in class with faculty and classmates who are the best and brightest, and represent a variety of professional industries, an array of education, cultural, international, and linguistic backgrounds."

38°54'58"N

77°3'58"W



This is where ideas are born, decisions are made and lives are changed.

Doug Guthrie, PhD
Dean of the School of Business,
Professor of Management
and of International Business

"For me, there is no better place to be during this time of economic change than in Washington, D.C. This city is where business intersects with policymaking, which in turn dictates the way our society interacts and impacts what happens in countries all over the world. At the GW School of Business, we take advantage of being at the forefront of institutional change and build upon it. Our curriculum is structured to be experiential, from rigorous learning inside and outside the classroom to frequent opportunities to engage with prominent executives and business leaders. Being at the center of it all means teaching business differently. We go beyond traditional learning with ethics-infused MBA programs that are at the cutting-edge of the corporate social responsibility movement, immersed in political and regulatory debates, and focused on global leadership. I invite you to visit, to learn more, and to join our exciting community."

"The opportunities to attend events and hear incredibly prominent people cannot be understated."

Melissa McLane, Global MBA, 2011

Melissa stands on the "World Floor" in Duquès Hall, the home of the George Washington University School of Business. After graduation from her MBA program, Melissa became a Strategy and Operations Consultant at Deloitte. During her MBA, she interned at the Federal Housing Finance Agency, and, prior to that, she held positions at UBS Investment Bank and The Blackstone Group.

“Getting my MBA in Washington and now working here, I have a very real sense of being at the center of things. It's as if I'm imbedded at the front lines of business and policy. This is coming from someone who worked in investment banking in New York City! In D.C., I feel that much closer, that much more connected. After my MBA, I want to contribute my experience, expertise,

and thinking to make a difference in the federal government. There are tough economic decisions being made every day and it's only going to get more challenging. Whether I ultimately end up at a government agency or continue to provide consulting services, I believe I can be a clear and informed voice in the dialog. The training I received at GW was comprehensive and also specific.

I had amazing opportunities to hear world leaders speak and to be part of the conversation. And the focus that GW gives to the global economy is critical. I worked on a project in Serbia for my Consulting Abroad Program. It was a breakthrough experience for me. I appreciate that GW's consulting projects are not in the same, predictable countries as other MBAs. What I did mattered.”



Our location is not just where we are; it shapes who we are. Our students are embedded in the center of Washington, D.C.—at the crossroads where the private, public, and NGO sectors intersect and interact. The GWSB MBA experience arms them with the knowledge and skills to contribute to the economy and society in unique ways by innovating, inspiring, and making an impact.

Liesl Riddle, MA, MBA, PhD
Associate Dean for MBA Programs,
Associate Professor of International Business
and International Affairs

“We're just steps from The World Bank and the International Monetary Fund (IMF). The White House, Capitol, State Department, Treasury, hundreds of non-governmental organizations, and D.C. business community are all right here. We leverage this incredible location by bringing D.C. into the classroom and the campus. At GWSB, students interact with D.C. business, policy, and NGO leaders almost daily. These leaders share their expertise by teaching cutting-edge electives, leading Consulting Abroad Programs, serving as mentors in our 1+1 and 2+2 Mentoring Programs, and participating in our many extracurricular events, including seminars, conferences, and our MBA-in-Action Discussion Roundtables.

Our location has attracted a passionate, committed faculty with a global mindset. Today, companies large and small around the world are seeking new markets. The new frontier of the 21st century lies in the “threshold economies,” rapidly developing markets where the traditional and the modern often compete and blend with each other in interesting ways. These are challenging markets to do business in, and employers



are clamoring to hire individuals who are able to successfully identify and seize opportunity in these markets. GWSB is a recognized center of excellence for scholarship and teaching about business in emerging and developing markets. Our students acquire marketable international knowledge and experience through our core curriculum, electives, and the many “hands-on” consulting projects with international clients in our Consulting Abroad Program (GMBA), WEMBA International Residencies, and our many study abroad courses (all MBA programs).

At GWSB, we prepare our students to transform – themselves, their organizations, and their communities by acting responsibly, leading passionately, and thinking globally. ”

Mark Dixon is President of the MBA Association (MBAA) and will complete his Global MBA in May 2012. His internship at GWSB has been as an Education Pioneers Fellow working at Teach for America. Prior to coming to GWSB, Mark was in the Office of Alabama Governor Bob Riley. The MBAA is the umbrella organization representing all MBA students at GW. The MBAA works with Dean Riddle to provide the voice of the student body so the curriculum and the programs stay relevant to the students they serve. He is shown here in Ghana during his Consulting Abroad Program.



There is an MBA at GW that fits your life and your vision

Every MBA program at the George Washington University School of Business is global in scope and emphasizes the quantitative and qualitative aspects of business practice. All of our programs offer a deliberate focus on corporate responsibility, ethics, sustainability, and global leadership in addition to traditional business competencies. As we developed these programs, we also thought very carefully about you—your life, your schedule, and the many responsibilities you have. Each of our MBA programs is uniquely tailored to best suit the curricular and scheduling needs of the diverse and accomplished students we serve. So, how do you choose?

Global MBA (Full-Time)

If you're seeking a full-time MBA, the Global MBA is a 16–21-month, full-time program that goes beyond traditional business curriculum and emphasizes global leadership at the intersection of business, policy, and society. Cohorts of 40–45 students learn from world renowned professors, analyze real-world case studies, consult for an international company, and choose from 16 elective areas. Students also receive an individual focus from the F. David Fowler Career Center along with opportunities to network with alumni. More on page 12.

Professional and Accelerated MBA (Evening/Weekend)

We have two MBA program for working professionals, and these programs offer the same curricular focus as the Global MBA. Our Professional MBA can be completed in the evenings in as quickly as two years or as long as five years in a self-paced format, and our Accelerated MBA gives you a cohort experience with the ability to complete the program in 24 months. You have

the opportunity to choose from 16 elective areas, have dedicated career consultants and advisors and the assurance that we value the evening and weekend students just as much as traditional full-time students. These programs give you the flexibility to manage your career, your education, and everything else that fills your life. More on page 16.

World Executive MBA

Our World Executive MBA follows a rigorous 16-month schedule. The program features two domestic and two international residencies, a business challenge that allows you to solve a problem within your own company, the availability to choose electives, and one-to-one leadership coaching. More on page 20.

Healthcare MBA

We also offer a Healthcare MBA, which is delivered 100 percent online. The curriculum in this program reflects our focus on global competencies and corporate integrity and is directed towards people in all functional areas of the healthcare field, from nurses and doctors to pharmaceutical sales representatives and hospital administrators. More on page 21.

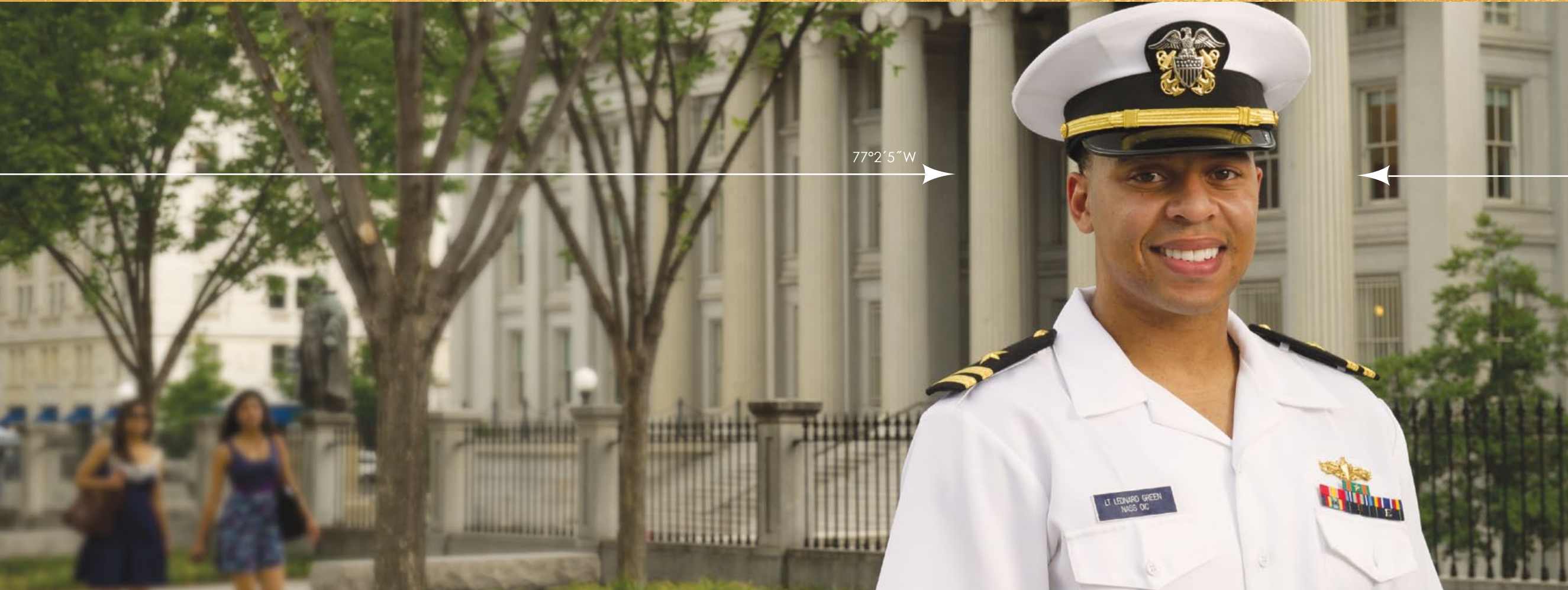
Access to Other GW Assets

Your access to take courses in nationally ranked sister schools within GW in the areas of international affairs, law, public policy, and public health provides for an even more dynamic environment in which to learn and develop as a professional. Additionally, you may pursue a joint degree with the Law School, Elliott School of International Affairs, MS in Project Management and MS in Finance.

Diversity of Ideas

38°53'55"N

77°2'5"W

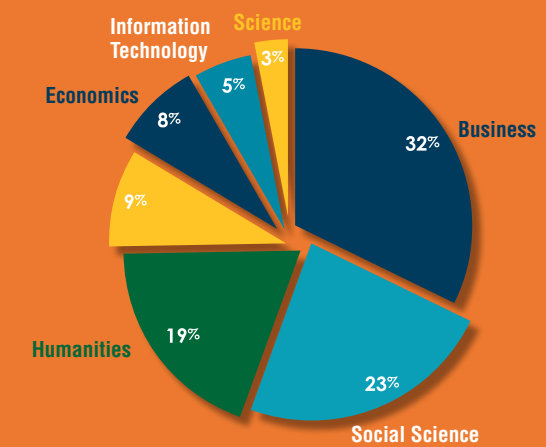


A Confluence of Ideologies

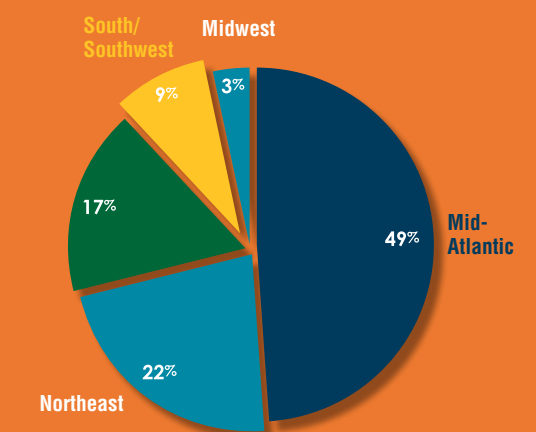
MBA students come from around the country and around the world, representing more than 22 countries. The result is a breadth of ideas that fuel change-making conversations.

GLOBAL MBA CLASS OF 2012

Undergraduate Majors



Geographic Representation



“You hear so many perspectives in this program. It broadens your thinking and exposes you to new ideas all the time.” Leonard Green, Professional MBA, 2011

Leonard stands before the Treasury Department. He is a graduate of the U.S. Naval Academy, where he received a BS in Economics. He is currently Regional Director of the USNA Office of Admissions. His GWSB activities include Captain of the National Sport Forum Case Competition and participant in the Consulting Club.

“To me, the intersection of business and policy is where different ideologies come together. It’s about diversity of thought. The George Washington School of Business is in a location that is uniquely diverse. I don’t know of any other city where this many students, working in this many sectors—federal government, private business, nonprofit, military, international firms—come

together and collaborate so well. It could be extremely challenging as each sector has its own systems, processes, and even philosophies. But being here, I see how we all become better by looking beyond our own individual worlds. As a graduate of the U.S. Naval Academy, I was trained in leadership a certain way. In my MBA program, I have the opportunity to

learn and test out other formulas, and I can bring all of these new perspectives to bear on how I move forward. Not to mention, the networking opportunities are extraordinary. GWSB’s MBA also gives me the flexibility I need to complete my degree while still being in the Navy. That’s huge for me. I couldn’t have fit in an MBA in any other way.”

“The Shape of Things to Come...”

“The Shape of Things to Come: The Financial Regulatory Landscape in the Post Dodd-Frank Era” brought together business executives, scholars, financial regulators, and legislators for a healthy debate on the potential impact of the most sweeping regulatory reform in 80 years. It featured a roster of high-profile speakers, including former U.S. Senator Christopher Dodd. Dean Guthrie commented that the discussion underscored this school’s role at the “center of conversations about business and politics, business and policy.”



Senator Chris Dodd

ALUMNI FOCUS



The opportunities to network within the school and this city gave me the knowledge and conviction to move forward in my career.

Alan Susi, Global MBA, 2010

“My best B-School memory was my trip to Turkey in the inaugural Consulting Abroad Program in 2009. We had an intense two-week trip to Istanbul and Bursa that required students to use all the skills honed during the previous nine months of classes. My team and I presented a strategic trade policy analysis on product and marketing opportunities to the Istanbul Textile and Apparel Exporter’s Association. They represent nearly 16,000 member companies and \$9 billion annually in sales. It was one memory, but it’s also indicative of the collaboration and teamwork that the GW MBA programs encourage and foster. It also showed me how business and policy intersect on a global scale.”

Alan is currently an Organizational Development Consultant at Fannie Mae, where he works with senior executives on functional and enterprise-level organizational redesign, change management, and strategic planning initiatives. His MBA internship was with the Judiciary Emergency Preparedness Office, Office of U.S. Courts. While at GW SB, he was Vice President, MBA Association.

People just seem to show up here. It’s a natural meeting place.

The George Washington University School of Business attracts bright minds. It attracts legislators, economists, politicians, entrepreneurs, agency directors, scholars, and business executives. It attracts CEOs, CFOs, COOs, CIOs, and everyone else who occupies the big chairs. Sometimes the event is planned. Sometimes the scene unfolds out of nowhere.



Danny Leipziger

The Crossroads Symposium

This inaugural student-organized event in spring 2011 focused on the interplay among business, government, and the global economy. The GW School of Business occupies a unique position both in our proximity to organizations such as The World Bank, IMF, and the U.S. government and focuses on developing leaders who are comfortable in operating between the public and private sectors. Speakers included:

Danny Leipziger, GW Professor of International Business, Former Vice President for Poverty Reduction and Economic Management (PREM), World Bank

Justin Yifu Lin, Chief Economist and Senior VP of Development Economics, World Bank

Stan Anderson, Senior Counsel to the President and CEO, U.S. Chamber of Commerce, Managing Director, Campaign for Free Enterprise

Shannon Maynard, Director, Bankers Without Borders

Edward J. Hill, Senior Vice President, Government Relations, Bank of America

Timothy Williams, Washington Director, INTERPOL (U.S. National Central Bureau)

Business Response to Climate Change Event

Students, faculty members, entrepreneurs, consultants, policy experts, business executives, and nonprofit leaders joined together for the second year at this student-created conference in spring 2011. One of the goals of the conference was to show how business can affect policy decisions, climate change being one of them. Global MBA student Aaron Menkin summed up the unique opportunity by saying, “I was encouraged to start the GW Energy Group and was given support to build the organization and put on the climate change conference.”

The National and World Stage



William Atkins/The George Washington University

President Barack Obama chose the George Washington University as his venue to announce his deficit reduction plan, April 13, 2011. Five MBA students were selected to sit in the audience.

Ethics is in the DNA of every program, every course, and we put it first.

Timothy Fort, MA, JD, PhD
Lindner-Gambal Professor of Business Ethics

“Business ethics and corporate social responsibility are really pretty simple. Once you recognize how to treat others and how being honest in your business transactions even to the point of painfulness feels to you, you get a sense of your own stance. Imagine uncovering an accounting error. Do you make it known or cover it up? We can't make someone ethical. We can only show you how to make decisions once you are clear about what your moral values are. We do exercises that let our students truly see their own ethical foundation. It's in this foundation where future decisions lie. The biggest corporations in the world, even entire governments, are managed by individuals. The personal ethical DNA of those individuals will dictate the ethical nature of the entire organization.”

FACULTY FOCUS



Tim Fort's areas of expertise include Ethics and Corporate Governance; Organizational Structures and Ethics; The Role of Religion in Business Ethics; Globalization and Business Ethics. He is the author of Business Integrity and Peace, which won the 2010 Academy of Management Best Book Award (SIM Division) and has authored five other books.

Principles for Responsible Management Education (PRME)

GWSB was one of the first 100 schools worldwide to endorse the PRME initiative, sponsored by the United Nations. PRME promotes corporate responsibility and sustainability in business education by integrating the themes of purpose, values, method, research, partnership and dialog into teaching and research. Based on the PRME Principles, MBA students can pursue a Certificate in Responsible Management in conjunction with their MBA. This certification program allows MBA students to be rewarded for their dedication to PRME. Components of the program include coursework, community service, service learning, and a reflective essay.



The Institute for Corporate Responsibility

MBA students at GW often participate in projects initiated by the Institute for Corporate Responsibility (ICR). The ICR is devoted to the development and dissemination of scholarship, including research and teaching pertaining to corporate responsibility. It serves as a vehicle for curriculum development and seminars, which attract industry experts and leaders in business and government. The ICR leverages its location to foster a unique business-university-government partnership in the U.S. and on the global stage, and it aims to be the world's leading intellectual center for scholarship in the field of corporate social responsibility.

Colgate-Palmolive's President and CEO, Ian Cook, spoke in February 2011 at GWSB's Robert P. Maxon Lecture. This annual lecture features prominent executives and academics making presentations on contemporary global management issues. Former speakers include Alan Greenspan, Robert Herz (Chairman, Financial Accounting Standards Board), and Sir David Tweedie (Chairman, International Accounting Standards Board). Ian Cook said successful businesses understand that markets are global, and they take culture into consideration. His company's sustainability and ethical standards focus on aiding underserved communities.

You will be at the center of the debate

Sample Courses in Ethics and Environmental & Social Responsibility:

- Environmental Policy
- Strategic Environmental Management
- International Perspectives on Green Business
- Sustainable Design Methods
- Environmental Issues in Development
- Business Ethics
- Business and Public Policy
- Corporate Social Impact
- Corporate Governance and Ethics
- Global Corporate Responsibility
- Economic Justice
- Ethical Issues in Policy Arguments

Get Involved:

- Net Impact
- GW Energy Group
- GW Institute for Sustainability
- Annual Business Response to Climate Change Conference

ALUMNI FOCUS



As Walmart's Director of Sustainability Strategy, Miranda Ballentine (Global MBA, 2004) acts as the company's point person in relations with the environmental community. Why an MBA from GWSB? She found herself frustrated by the nonprofit world's lack of management skills. Nonprofits had intentionally distanced themselves from business. One of the unintended consequences was that they could not benefit from the efficiencies businesses had developed. She believed an MBA would help her unite the two worlds. "I wanted a school near Washington, D.C., with a sustainability emphasis." Her research found that the Aspen Institute's biannual Beyond Grey Pinstripes report had ranked GWSB among the top five universities in the world in sustainability (2009-2010).



The First Year: This is Global in Every Aspect of the Word

The GW Global MBA comprises 57 credit hours delivered in seven-week modules over four semesters with a summer in between. The first-year core curriculum centers on values of ethics, global leadership, and business foundation. Students work with an active and integrated cohort of 40–45 classmates learning with course methodologies that include lectures, case studies, group projects, and experiential learning opportunities. Within the cohorts, students are formed into five- and six-member teams, which are designed to strengthen the overall MBA experience by meshing people of different ages, genders, professional backgrounds, and cultures. Students receive first-hand experience in communicating and studying as a group—crucial skills for professionals today. Classes in the first year take place Monday through Wednesday during the day. Thursday and Friday

are reserved for participating in student organizations and career-related activities.

Before students even begin classes, they attend MBA Institute, which is an orientation designed to allow them to meet and network with MBA students from other cohorts, hear from prominent faculty, staff, and alumni, explore D.C., and get engaged with GW Colonial life. Students also have the chance to take optional quantitative workshops designed to allow them to brush up on their quantitative skills.

Another important aspect of the Global MBA first year is the career focus. Students start their career preparation process by working with career consultants from the F. David Fowler Career Center the summer before beginning the program. Resumes are edited and updated

even before day one of classes. Once students start the program, they meet weekly, monthly, or as often as they like, with the Career Center to work on individual career management portfolios. Students are also paired up with an alumnus in their field of interest as part of the 1+1 Mentor Program. Not to mention, students have the opportunity to attend career fairs and career treks to San Francisco and New York, as well as participate in D.C. company tours.

The first year concludes with the Consulting Abroad Program (CAP), a nine-week consulting experience where seven weeks are spent in D.C. doing research with the client and industry, and the last two weeks are spent in-country presenting final consulting recommendations and networking with industry and company leaders. More on the CAP on page 24.

“Economic development and education reform are the keys to giving people access to their economies. Business empowers people.”

Patty Pina, Global MBA, 2011

Patty is seen outside the International Monetary Fund. She was chosen as a recipient of the 2010 Net Impact Leadership Award by the central organization and recognized as a leader in the Net Impact movement, a network of new leaders who use the power of business to make a positive net social, environmental, and economic impact.

“I’m from Rhode Island and did my undergrad at Northeastern University. I looked all over the country before choosing my MBA. GW appealed to me on so many levels. I love the global emphasis of the full-time program, the cohort structure and the experiential learning. Doing a consultancy project in Serbia gave me a deep understanding of the economic realities there and

in similar countries. The focus at this school on sustainability and CSR was also critical for me. I’m passionate about it. I want to use the power of business to help people participate in their own economies. And education equality globally is fundamental to all of this. Educational opportunity in a society leads to benefits that help us all, including increased access to

economies and choices, healthcare advancements, and decreased violence. I want to apply the efficiencies of business to the nonprofit sector. I’m now Director of Global Partnerships at Teach For America. I’m already at a place where I can make a difference. This is exactly where I want to be.”

Global MBA Curriculum

	FALL 1 MODULE	FALL 2 MODULE	SPRING 1 MODULE	SPRING 2 MODULE	SUMMER
Year One	Business Ethics Organizations and Leadership Financial Accounting 1 Global Perspectives Business Communications	Financial Accounting 2 Micro for the Global Economy Data Analysis and Decisions Managing Human Capital The Nature of Markets and Marketing	Managerial Accounting Macro for the Global Economy Operations Strategy Marketing Decisions	Business and Public Policy International Management Financial Management Consulting Abroad Program (7 weeks in D.C./ 2 weeks in-country) Electives	Internship Study Abroad
Year Two	Entrepreneurship Information Systems Elective Electives	Business Law and Communications Business Strategy Electives	Early Program Completion Option Business Responsibility and Sustainability Electives Electives	Joint Degree Option Electives	

FACULTY FOCUS

This is where the debate is happening. It's where I want to be.

Annamaria Lusardi, PhD
Denit Trust Professor of Accountancy and Economics

“There is a growing sense of urgency around the issue of financial literacy. The financial crisis has made both governments and individuals acutely aware of the costs. This is not specific to the United States, but has been happening in many countries around the world. In preparing to launch GWSB's Global Center for Financial Literacy, my goal is to lead a global campaign to promote financial knowledge. I believe it will also help to enhance our mission to be a national leader at the intersection of research and policy. This work shows up very clearly in the Global MBA. Like every professor here, I care about my students. I care about what they learn. I want them to do well.

Our students are leaders in business. I want to build a center that will involve students, faculty as well as alumni. Together, we can make a difference and help to better prepare individuals to manage personal finance and help people who lead institutions to make smart financial decisions. Believe me, I intend to be a frequent visitor to the halls of power in Washington, D.C., and I'll be bringing my students with me.”

Annamaria Lusardi, Professor of Accountancy and Economics, has advised the U.S. Treasury, the U.S. Social Security Administration, and the Dutch Central Bank. She has a PhD from Princeton University and a BA in Economics from Bocconi University in Italy.



I intend to be a frequent visitor to the halls of power in Washington, D.C., and I'll be bringing my students with me.

Annamaria Lusardi

The Second Year: Full Time and All Out

There's a saying we like to use in our **Global MBA**: "All MBAs know that business is global; ours know the globe is their business." This MBA is about knowledge and character. You will become proficient in the fundamentals of business and management, and you will build muscle around your own sense of doing what is right.

During the summer before the second year, most students focus on obtaining an internship in order to get their foot in the door in their company/industry of choice or to help ease the transition if they are utilizing the MBA to change industries. Other students attend one of the many different study abroad options that we offer or choose to take electives so that they can finish the program earlier.

During the second year, you'll enhance your areas of interest and expertise by focusing on electives that you can choose from 16 areas. At GW, we don't force you to choose an elective area, so you have the flexibility to customize your MBA program by taking electives from two to three or even more areas. Electives are offered in the afternoon and evening, Monday through Friday, to allow you to focus on career search-related activities that have to take place during the 9-5 or to allow you to pursue a second internship. This customization and personalization of your curriculum allows you to complete your program in 16 months, 19 months,

Our elective areas

- Accountancy
- Decision Sciences and Operations Management
- Environmental Management and Policy
- Finance and Investments
- Health Services Administration
- Human Resources Management
- Information Systems Management
- International Business
- Management of Science, Technology, and Innovation
- Marketing
- Organizational Behavior and Development
- Real Estate and Urban Development
- Small Business and Entrepreneurship
- Sport Management
- Strategic Management and Public Policy
- Tourism, Hospitality, Event, and Sport Management

or 21 months. The second year curriculum also consists of our capstone courses in entrepreneurship and business strategy. Both courses have intramural case-based competitions.

Additionally, you have the flexibility to take courses outside of the School of Business at other GW world-renowned schools and departments, such as international affairs, law, public health, or public policy. Or, if you're up to it, participate in one of our joint degrees. More about joint degrees on page 20.

FACULTY FOCUS

Research here isn't research for research's sake. Like everything we do, our goal is to use research to transform policy and subsequently have an impact on people's lives.

Robert Van Order, PhD
Oliver T. Carr Professor of Real Estate,
Professor of Finance, Chair GWSB Center for
Real Estate and Urban Analysis

“When I came to GW in August 2009, one of my challenges was to discover why the U.S. housing market collapsed and what could be done to prevent it from happening again. It was the perfect setting to do the work. And incredibly timely. This school has always been out in front—leading the most current national and international business debates and capitalizing on our location in the nation's capital in order to interpret and influence public policy. For me, it's not about which side of the aisle you're on, it's about finding answers.

You need to know that this school brings the same research and debate approach to every course, every project. And the curriculum is the same for the evening and weekend programs as it is for the full-time program. ”

Van Order is one of 125 full-time faculty and 85 adjunct practicing professors. This breadth of expertise means that, as a working professional, you have access to the people who have done the research you don't have time to do and professors who are in the same boat as you, working 9–5 or 9–9. All of these experiences are brought back to the classroom. You have the flexibility to choose professors based on their bios and expertise.

Robert Van Order was an economist at the U.S. Department of Housing and Urban Development (HUD), serving as director of the Housing Finance Analysis Division, and he was chief economist at Freddie Mac. Van Order has been a consultant to USAID, HUD, The World Bank, and other corporations, agencies, and organizations, both public and private. He has taught at Purdue University, the University of California, Los Angeles, the University of Pennsylvania, the University of Michigan, and the University of Aberdeen (Scotland).



Working? We have MBAs that will work for you.

The **Professional MBA** and the **Accelerated MBA** at the George Washington University School of Business cater to the working professional. In each of these programs, you will collaborate with a remarkable cross-section of high-level professionals from the public, private, and nongovernmental sectors. You will formulate real solutions to real management issues. And you'll enjoy the flexibility of programs that allow you to accelerate your career and still work full-time. You won't miss a beat.

We are very focused on your work, life, and school balance in both the PMBA and AMBA programs. These may be part-time programs, but you will have a very real sense of place. Instead of having a “satellite campus” experience, you have a home.

Your classes are in Duquès Hall, at our main campus in Foggy Bottom. Here you'll have access to your advisor, faculty, the library, student lounges, organizations, and people in your cohort. Balancing your school, work, and family, you have a lot going on. We'll make sure you get as much out of your MBA experience as you can.

Our elective areas

- Accountancy
- Decision Sciences and Operations Management
- Environmental Management and Policy
- Finance and Investments
- Health Services Administration
- Human Resources Management
- Information Systems Management
- International Business
- Management of Science, Technology, and Innovation
- Marketing
- Organizational Behavior and Development
- Real Estate and Urban Development
- Small Business and Entrepreneurship
- Sport Management
- Strategic Management and Public Policy
- Tourism, Hospitality, Event, and Sport Management

This PMBA or AMBA will prepare you for success on multiple levels. You will be proficient in the fundamentals of business and management, and you will see the growing value in sustainability, corporate social responsibility, and simply doing the right thing. Like every MBA we offer, these programs are rigorous in theory and experiential in practice.

The George Washington University School of Business is just two blocks from the Foggy Bottom Metro stop. This added convenience makes a noticeable difference for students juggling work, life, and school.

38°54'53"N

77°3'47"W



“GW makes it possible to work, go to school, and still have a life. They truly consider the students when creating their programs.”

Katie Zoller, Accelerated MBA, 2012

Katie is outside of Tonic on the Foggy Bottom campus, a favorite restaurant and meeting spot for GW students. She is currently a Project Manager in the Strategy & Communications Group at BRTRC in Fairfax, VA, where she manages all aspects of contract delivery for government accounts in Aberdeen Proving Ground. She has a BA in Spanish from the University of Virginia.

Professional and Accelerated MBA Curriculum*

Year One

FALL 1 MODULE

Organizations and Leadership
Business Responsibility and Sustainability
Global Perspectives

FALL 2 MODULE

Financial Accounting I
Judgment, Uncertainty, and Decisions
Managing Human Capital

SPRING 1 MODULE

Financial Accounting II
Data Analysis and Decisions
Micro for the Global Economy

SPRING 2 MODULE

Managerial Accounting
The Nature of Markets
Macro for the Global Economy

SUMMER 1 MODULE

Marketing Decisions
Financial Management
International Management

SUMMER 2 MODULE

Business and Public Policies
Financial Markets
Operations Strategy

*The Professional MBA curriculum can be stretched out to five years by taking fewer classes per module.

Year Two

FALL 1 MODULE

Business Law and Communications
Entrepreneurship
Sustainability Selective

FALL 2 MODULE

Business Strategy
Electives

SPRING 1 MODULE

Electives

SPRING 2 MODULE

Electives

SUMMER 1 MODULE

Electives

SUMMER 2 MODULE

Electives

“The Accelerated MBA at GW answered everything I wanted. I wanted fast! But the two-year cohort structure also gave me the opportunity to develop relationships with my classmates that added energy and focus. We are all working in different places and have wide-ranging career goals, so it made the experience that much richer and more diverse. There was incredible support and collegiality. The linkages from course to course were clear. Classes reflected themes of previous

classes. It was a very experiential way to practice the cross-functional aspect of business. Of course, simply being here in D.C. has enormous advantages. Not only are you surrounded by all of the buildings and institutions, but every day there's someone on this campus that is out changing the world. This school doesn't sit on its laurels. It capitalizes on its location, and I was the beneficiary. I see what's possible in my career. I see what this MBA can do.”

MBA programs that consider your work, life, and school balance

The **Professional MBA** comprises of 52.5 credit hours, and it is delivered in seven-week modules. It can be completed in two to five years in a self-paced format. This program is flexible so that in every module you can adjust the number of classes you take. So, if you have busy seasons or travel for work, you can design your schedule accordingly. All classes are held at our Foggy Bottom campus in the evenings,

Monday through Friday, and there is usually the opportunity to take two classes per evening as well.

In the **Accelerated MBA**, you complete the same 52.5 credits in just 24 months. Courses are delivered in seven-week modules, and core courses are held Tuesday evenings and Saturday mornings and afternoons at our main campus in Foggy Bottom. The difference between Professional and Accelerated is that AMBA students

take courses in a cohort format with the same 35–40 students for the first year and are split into groups of five to six students. In Accelerated courses, you will examine case studies and work on your teamwork and group communication skills. It's for those students who would have liked to have gone full time to gain that MBA team experience.

Other highlights of our programs for working professionals:

- Both programs offer a chance to study abroad for one to two weeks to gain three to six hours of academic credit.
- Occasionally, classes will be offered online or in intensive weekend formats to add flexible options for your already busy lifestyle.

FACULTY FOCUS



The World Executive MBA (WEMBA) will take you further in less time

James Bailey, PhD
Director of World Executive MBA Program,
Ave Tucker Professorial Fellow of Leadership

“In updating our current MBA program, we looked at the busy lives of today’s business leaders. We knew we wanted to make the program shorter to better fit your life, yet we were also very clear that we wouldn’t sacrifice the integrity or comprehensiveness of our curriculum. In fact, we wanted to add initiatives to truly make this EMBA like no other.

In WEMBA, we dig deeply into the core themes of leadership, global and local environments, and the mastery of key business functions. These themes are fully integrated. Sure as day, something you’re concentrating on in your Organization and Leadership course will show up in Global Perspectives. A concept in Financial Accounting will become important in one of your Consulting Practicums. This integration is planned to better mirror what you already face and what you will confront even more in your work in the future.

This executive program has features unlike any other. You will receive leadership coaching and will create your own personal leadership development plan. You will take on a unique business challenge that represents a real-time issue living within your own organization. And the defining element to this EMBA is its residencies: two international and two domestic. You’ll have an opportunity to be in emerging and established markets intensely researching and consulting on important local and international business challenges.

The program comprises of 52.5 credit hours, where you will take classes over a 16-month period, from Friday noon through Saturday afternoon, every other week. You will be in a cohort of 20–25 students, working in teams to analyze real-world solutions to problems that will provide you with skills to excel into the C-Suite and beyond. ”

This Healthcare MBA could not be more timely

This two-year program has business at its core and healthcare at its forefront. It is delivered 100 percent online and taught by world-renowned faculty who bring experience in both healthcare and business. The core curriculum is the same as that followed by the Global, Professional, and Accelerated MBA students and it teaches the fundamentals of business and management, emphasizing ethics and global leadership. In addition, you have the opportunity to choose electives that best suit your professional goals. A diverse student population includes doctors, hospital administrators,

pharmaceutical executives, and lawyers. The Healthcare MBA represents an excellent way to expand your skillset beyond your technical know-how of health systems or healthcare delivery. In addition to your abilities as a practitioner, you will grow as a manager, supervisor, executive, or policymaker. We’ve also designed this program to fit in your busy professional and home demands. The 23 core courses and 12 electives are delivered in seven-week modules. Students select electives specific to the Healthcare program and tailored to their specific area of interest.

This program is the real deal. There is an emphasis on healthcare, but not to the point that perspectives from other industries are sacrificed or marginalized. It opens your eyes to the common principles that should inform any business leader, regardless of the industry.

David L. Nelson, MD, GW Healthcare MBA Alumnus

Sample courses specific to the Healthcare MBA:

- Ethics in Health Service Management
- Electronic Medical Records Issues and Concerns
- Healthcare Policy Analysis
- Physician Practice Management
- Management of Skilled Nursing Facilities
- Compliance and Risk Management



The George Washington University Hospital is a 371-bed Level I trauma center.

Have you considered a joint degree?

The MBA programs at the George Washington University School of Business are interdisciplinary. As a student, you have opportunities to reach into other academic areas, including law, public policy, and more. Some students choose to pursue a concurrent degree with one of our other graduate schools.

Joint degree opportunities

We offer special credit-hour transfer arrangements to facilitate these degrees:

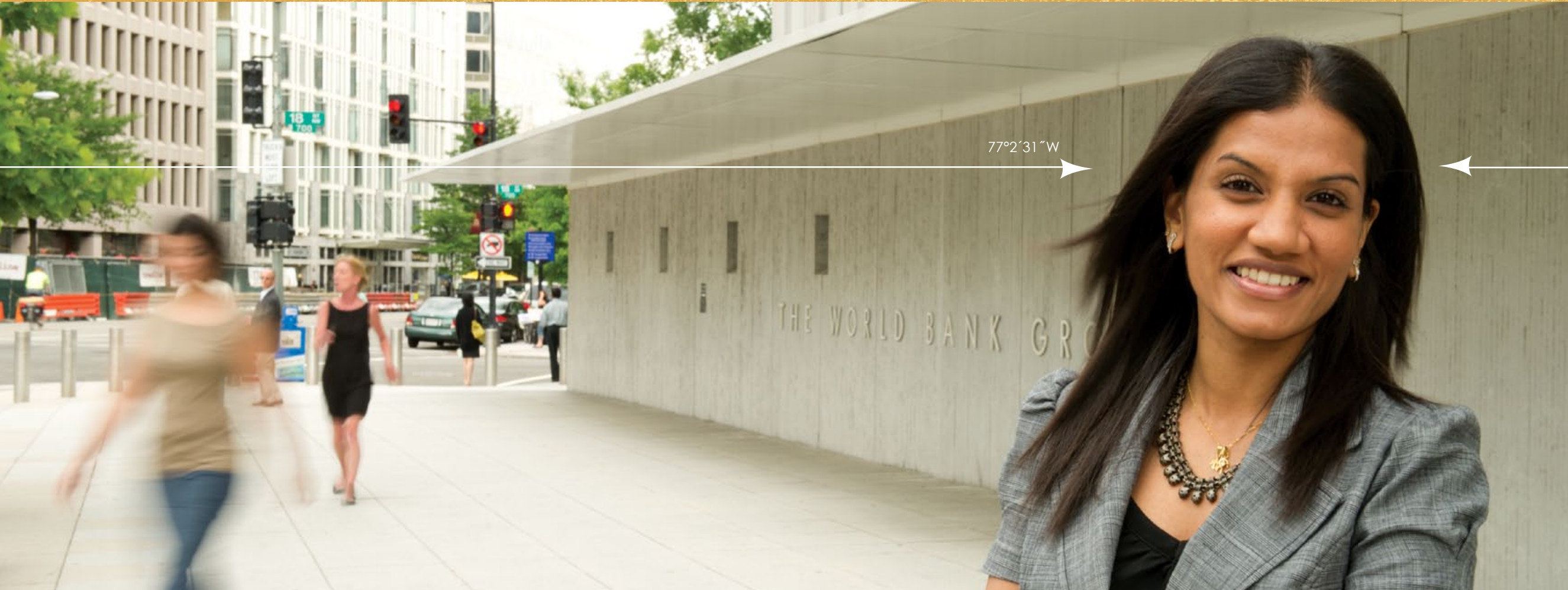
- MBA/JD degree with the Law School
- MBA/MA degree with the Elliott School of International Affairs
- MBA/MS degree with the MS in Finance
- MBA/MS degree with the MS in Project Management



Meet Jonathan Bench

“I’m a JD/MBA student with a focus on International Business Law. After graduation, my goal is to do government or private sector work in China, either in procurement or business development. Through the George Washington University School of Business, I’ve done an internship as a Law Clerk, U.S. Attorney’s Office, White Collar Crime Division. And my international consulting project was at Brazil’s Rio 2016 Olympic headquarters. My classmates never cease to amaze me with their breadth and depth of experiences and knowledge. It is impossible to go to this school and not come away with even a nonchalant expertise in the way business interacts with government and politics.”

38°54'57"N



Other schools do international. Just not like this.

The most effective way to learn about doing business internationally is to actually do it. The George Washington University School of Business is renowned not only for our international focus and the hands-on opportunities that students receive, but also for our focus on truly emerging markets. It is these markets in places such as Ghana and Brazil where the 21st century is going to take shape. Other MBAs concentrate on India and China and, yes, we have students there as well. But it is in these new frontier markets where the real work is going to happen. What makes these learning experiences even more valuable is that our faculty has personal connections in many of these markets.

“A good MBA challenges you to think and lead. My international consulting project in Mexico was an applicable, meaningful experience.” Priyanka Tayal, Global MBA, 2011

Priyanka is seen outside of The World Bank. She was the Co-Founder of the MBAs for International Development networking group, a VP in the GW MBA Association, a Net Impact member and a Career Center Peer Advisor. Priyanka has held positions with Merrill Lynch, Morgan Stanley, and PricewaterhouseCoopers. She is now in the Strategic Community Investment Group, International Finance Corporation, The World Bank Group.

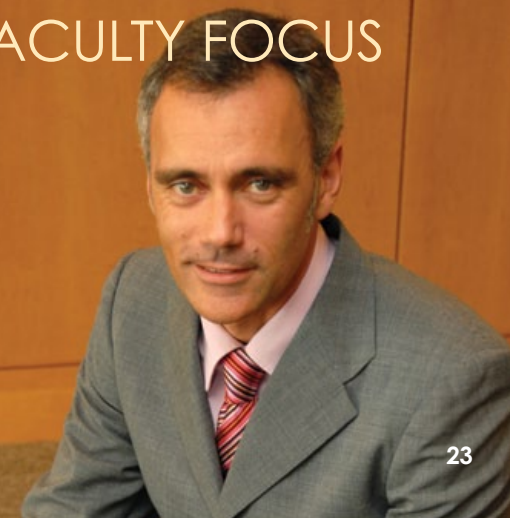
“Growing up and living in six countries, being a global citizen is innate, and the Global MBA was natural for me. My interest in international business drives my goal to work with developing countries. GW gave me the flexibility to create my own concentration. In addition to the coursework in the School of Business, I took classes at the

Elliott School of International Affairs. My professors brought professional experience, knowledge, and personality to the classroom. Being challenged, applying constructive thinking, leadership, and teamwork are to be expected from the program at GW. For me, the Consulting Abroad Program enhanced my MBA.

I engaged in the local economy and community, built my business acumen, and saw another international perspective. Now I am working at the World Bank Group, partnering with private sector firms to help them be successful in emerging markets while having a development impact.”

Dr. Rafael Lucea is an Assistant Professor of International Business. He teaches International Management and the Consulting Abroad Program. He received his PhD in Strategy and International Management from MIT, an MS in Public Policy and Management from Carnegie Mellon, and an MBA from Esade (Spain). Dr. Lucea is one member of an extraordinary faculty that has wide-ranging international experience and connections.

FACULTY FOCUS



International Focus



This is about engaging the world

GW has the largest freestanding department of international business in the country, and we're ranked in the top 10 among international business programs worldwide (Financial Times, 2010). In addition to the experience of our faculty, what sets us apart is the hands-on way our students engage with the international business environment.

Global MBA Consulting Abroad Program (CAP)

At the end of their first year, every Global MBA student caps his or her year by participating in the Consulting Abroad Program (CAP). This faculty-mentored, credit-bearing, real-world consulting project brings to life the intersection of business and society through a collaborative team-based approach. Students work remotely in small teams with clients for seven weeks to develop solutions and recommendations. At the conclusion

of this seven-week period, students travel abroad for two weeks to work face-to-face with clients and ultimately present their recommendations. As a result, students develop their abilities to successfully manage client relationships, evaluate deliverables in light of socio-cultural, political, and economic realities, and effectively incorporate client feedback. The projects and countries are unique and represent diverse locations and topics. Recent CAPs include:

- Accra, Ghana – Export and Investment Strategies
- Belgrade, Serbia – Agri-Food Marketing
- Ho Chi Minh City, Vietnam – Outsourcing and Joint Ventures
- Istanbul, Turkey – Economic and Financial Strategies
- Mälardalen/Stockholm, Sweden – Clean Technology
- Mexico City, Mexico – Microfinance

- Mumbai, India – International Marketing and Strategy
- Rio de Janeiro, Brazil – Organization and Marketing of 2016 Olympic Games
- Seoul, South Korea – Business and Public Policy

World Executive MBA (WEMBA) Residencies

WEMBA features international components as anchor experiences. The WEMBA program is constructed around two international residencies that get our students out in the world in areas that may be very different from their work environment. It's a chance to put the study of global and local environments into practice. Students will be deeply involved and challenged to consider the effects of broader economic, cultural, social, and political realities in the business environment.

Short-Term Study Abroad (All MBA students)

We also offer a myriad of academically rigorous, faculty-led, short-term study abroad programs which include both academic and client based projects. Following on campus class meetings, all students travel for one to two weeks with other MBA students and earn three to six hours of academic credit. These academic programs are primarily offered during the breaks between semesters so that all of our MBA students can take advantage. Recent courses include:

- Brazil – Global Business Strategy and Sustainability in the Amazon
- Dubai, UAE – Market Behavior in the Middle East
- England – Privatization and Public-Private Partnerships
- India – Sustainable Businesses and Stakeholders
- Santiago, Chile – International Business

International Opportunities that Emphasize a Depth of Understanding

The **Center of International Business Education and Research (GW-CIBER)** links the manpower and information needs of U.S. businesses with the capacities of U.S. universities in the areas of education, language training, and research. GW is the only CIBER in Washington, D.C. In addition to GW-CIBER, we host academic and research centers with a global focus.

Through a competitive application process, a select group of MBA students from 14 CIBER member universities across the United States participate in the **Global Business Project (GBP)**. The project will provide you with the opportunity to enhance your global business and language competency through first-hand experience working in international teams and markets on consulting projects.

The George Washington University annual international **MBA Case Competition** takes place in the spring. It brings together MBA student teams from around the world to analyze a current situation facing a non-profit organization and to present solutions drawing on the assets of the organization.

International Partner Universities

The GW School of Business has several partner institutions abroad that afford you the opportunity for in-depth programs as short as one week and as long as a full semester of study. Our current partners include:

- Audencia School of Management – Nantes, France
- ESSEC – Cergy-Pontoise/Paris, France
- European Business School – Wiesbaden, Germany
- Grenoble Ecole de Management – Grenoble, France
- Instituto Panamericano de Alta Dirección de Empresa (IPADE) – Mexico City, Mexico
- Sogang University – Seoul, South Korea
- Universiteit Maastricht – Maastricht, Netherlands
- University of Torino – Torino, Italy

Whatever you end up doing as a business professional in the 21st century, the international business environment will affect you. I want my students to be the ones starting conversations. That's where change begins.

Liesl Riddle, MA, MBA, PhD
Associate Dean for MBA Programs



38°53'24"N

77°1'31"W



At the end of the day, this is about preparing you for the work you will do

The F. David Fowler Career Center builds strategic partnerships among students, employers, and alumni that result in successful, fulfilling careers. Whether you're here to build on your current capabilities or to change direction, you will be presented with a full breadth of internship, networking, and career opportunities. We're interested in getting you that first job if that's what you need. But we also go further, teaching career management strategies that will allow you to achieve long-term career goals. This is about receiving individual attention and using tools, such as our proprietary Globe Roadmap program, and it begins even before you arrive on campus.

You will benefit from a systematic and comprehensive approach to career counseling. Tools include resume critique, mock interviews, industry-specific consultants, on-campus recruiting, and career treks to San Francisco and New York.

Recent Hiring Organizations:

- 3M
- AARP
- Accenture
- AIG
- Airbus
- America Online, Inc.
- American Bankers Association
- AT&T
- Bloomberg
- Boeing
- Booz Allen & Hamilton, Inc
- Central Intelligence Agency
- DAI
- DC Public Schools
- Dell Perot Systems
- Deloitte LLP
- Deutsche Bank
- Environmental Protection Agency
- Ernst & Young LLP
- ExxonMobil
- Fannie Mae
- Federal Deposit Insurance Corporation
- FBI
- Goldman Sachs
- IBM
- ING
- Inter-American Development Bank
- Johnson and Johnson
- KPMG
- Lockheed Martin
- PricewaterhouseCoopers
- SAIC
- Target Corp.
- Technoserve
- U.S. Chamber of Commerce
- U.S. Department of Homeland Security
- U.S. Department of Justice
- U.S. Department of the Treasury
- U.S. House of Representatives
- Verizon
- Washington Gas
- The Washington Post
- The World Bank
- World Trade Organization

"I bring the leadership of a Marine combat veteran. This MBA is building upon my experience and skills. It's already paying dividends." Andrew Seal, Global MBA, 2012

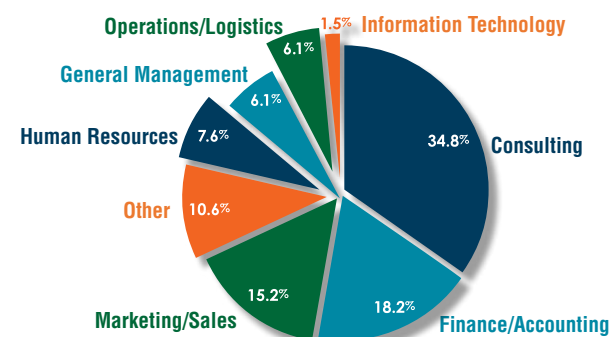
Andrew is photographed at the back of the U.S. Capitol. He was a Captain in the Marines and served for six years in Iraq, Pakistan, and other locations in the Arabian Peninsula. He is an Environmental Defense Fund Climate Corps Fellow with Washington Gas.

As a Marine Captain, I understood the critical importance of leadership, and I saw, clearly, the need to master skill sets to meet challenges. Business is the same. For me, it's about gaining a new skill set. The Career Center is helping me to hone my passion of working with clean energy. A clean energy future is essential for economic prosperity,

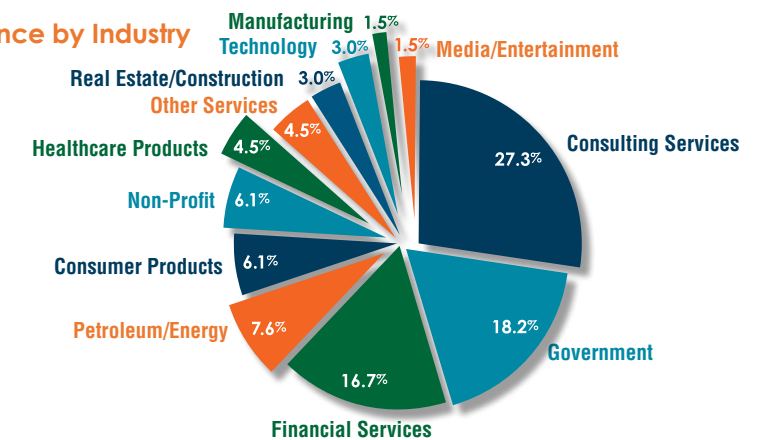
environmental preservation, and national security. Of course, this is a global issue. In my Consulting Abroad Program, we provided a Swedish clean technology firm with a thorough market analysis and actionable recommendations to grow their company internationally. Here at GW, I've also had the opportunity to put

together the Business Response to Climate Change Conference. And now, as an Environmental Defense Fund Climate Corps Fellow with Washington Gas, I am developing energy efficiency projects, building financial models, and making the business case for energy efficiency.

GLOBAL MBA CLASS OF 2012 Acceptance by Function



Acceptance by Industry



Everything at a glance

PROGRAM NAME	GLOBAL MBA (Full-Time)	PROFESSIONAL MBA (Evening)	ACCELERATED MBA (Evening/Weekend)	WORLD EXECUTIVE MBA (Fri/Sat Alternating Weeks)	HEALTHCARE MBA
LOCATION	Main campus (Foggy Bottom) Washington, D.C.	Main campus (Foggy Bottom) Washington, D.C.	Main campus (Foggy Bottom) Washington, D.C.	Main campus (Foggy Bottom) Washington, D.C.	100% Online
PROGRAM BEGINS	Fall	Fall and Spring	Fall	Fall	Fall and Spring
CLASSES MEET	1st year: daytime cohort, Monday - Wednesday 2nd year: late afternoon and evening classes, Monday - Friday	Core courses and electives weeknight(s), students choose schedule classes offered Monday - Friday	Core courses (1st year) Tuesday, 7 - 10 p.m., and Saturday 9 a.m. - 3 p.m. 2nd year electives weeknights, Monday - Friday	Every other week on Friday afternoon and Saturday 8:30 a.m. - 5:30 p.m.	100% Online
SCHEDULE	Four semesters with optional Summer study between first and second years	Courses offered during Fall, Spring, and Summer sessions. Students choose schedule	Core courses (1st year) require Fall, Spring, and Summer enrollment. 2nd year: electives self-paced	Courses require Fall, Spring, and Summer enrollment	100% Online
TIME TO COMPLETE	16, 18, or 21 months	2-5 years	24 months	16 months	2 years
DEGREE OF FLEXIBILITY	1st year: lockstep, cohort only. 2nd year: flexibility, electives in 16 knowledge domains	Flexibility to choose schedule, length of time to completion, electives in 16 knowledge domains	1st year: lockstep, cohort only. 2nd year: flexibility to choose electives from 16 knowledge domains	1st year: lockstep, cohort only 2nd year: flexibility to choose electives	Three courses per module recommended to complete program in two years
REQUIRED HOURS, ELECTIVE HOURS	Total: 57 credit hours Core: 40.5 including international residency Electives: 16.5	Total: 52.5 credit hours Core: 34.5 Electives: 18	Total: 52.5 credit hours Core: 34.5 Electives: 18	Total: 52.5 credit hours Core: 40.5 Electives: 12	Total: 52.5 credit hours Core: 34.5 Electives: 18
AVERAGE AGE AT ENTRY	28	29	28	36	38 - 40
AGE RANGE	22 - 40	22 - 48	25 - 50	32 - 55	30 - 50
AMOUNT OF WORK EXPERIENCE REQUIRED	At least two years strongly preferred	At least two years strongly preferred	At least two years strongly preferred	At least eight years strongly preferred	Three years strongly preferred
AVERAGE AMOUNT OF WORK EXPERIENCE	4.2 years	5 years	6 years	14 years	15 years
GMAT/GRE REQUIRED	Yes	Yes	Yes	May be waived based on work experience	May be waived
GMAT Average (3 year average)	640	580	590	N/A	N/A
GMAT Range	520 - 760	500 - 720	500 - 720	N/A	N/A
Undergraduate GPA	3.3	3.2	3.2	3.2	3.2
INTERVIEW REQUIRED	Yes, by invitation only	No	Yes, by invitation only	Yes, by invitation only	No

2201 G St. NW, Suite 550 • Washington, D.C. 20052
PHONE: (202) 994-1212 • **FAX:** (202) 994-3571 • **EMAIL:** gwmba@gwu.edu
WEBSITE: <http://business.gwu.edu/mba/>

2201 G St. NW, Suite 550
 Washington, D.C. 20052
PHONE: (877) 522-1118
FAX: (202) 994-3571
EMAIL: mbahc@mbahc.info
WEBSITE: <http://mbahc.info>





“I experienced a whole new dimension to Washington, D.C.”

Adam Johnson, Accelerated MBA, 2011, participating in MBA Community Day

Getting your MBA at the George Washington University School of Business is all about connecting. It's about connecting with people, including fellow students, faculty, alumni, employers, and the many dignitaries and business leaders who show up here almost daily. It's about connecting with your passion and finding what it is that you want to take on in your work life. And it's about connecting with a city that is unlike any on the planet.

One example is MBA Community Day. When First Lady Michelle Obama kicked off her nationwide community service challenge here at GW, our MBA students took her up on it. MBA Community Day is an opportunity to get out and make a difference in the world one park or street or empty lot at a time. It's a day that reminds us of our bigger mission.

Student organizations are for networking and... yes...socializing

- MBA Association
- Black MBA Student Association
- Hispanic MBA Student Association
- International Business Society
- National Association of Women MBAs (NAWMBA)
- Out for Business
- National Association of Asian MBAs—D.C. Chapter
- African Business Student's Association
- Net Impact (Gold Member)
- MBA Consulting Club
- Energy Club
- The American Marketing Association at GW
- Graduate Finance Society
- Real Estate Investment and Development Organization (REIDO)
- GW Society for Human Resource Management (GW SHRM)
- Gesher (The Jewish Business Student Association)

2+2 Mentor Program: Sharing our Knowledge

The 2+2 Mentor Program is a partnership between the George Washington University School of Business and the District of Columbia Public School System. We're working in the Anacostia section of Washington, D.C. Teams of two individuals—a GWSB student and a volunteer from the local business and policy community—will co-mentor teams of two high school students. The series of workshops focuses on the core themes of leadership, financial literacy, and social entrepreneurship.

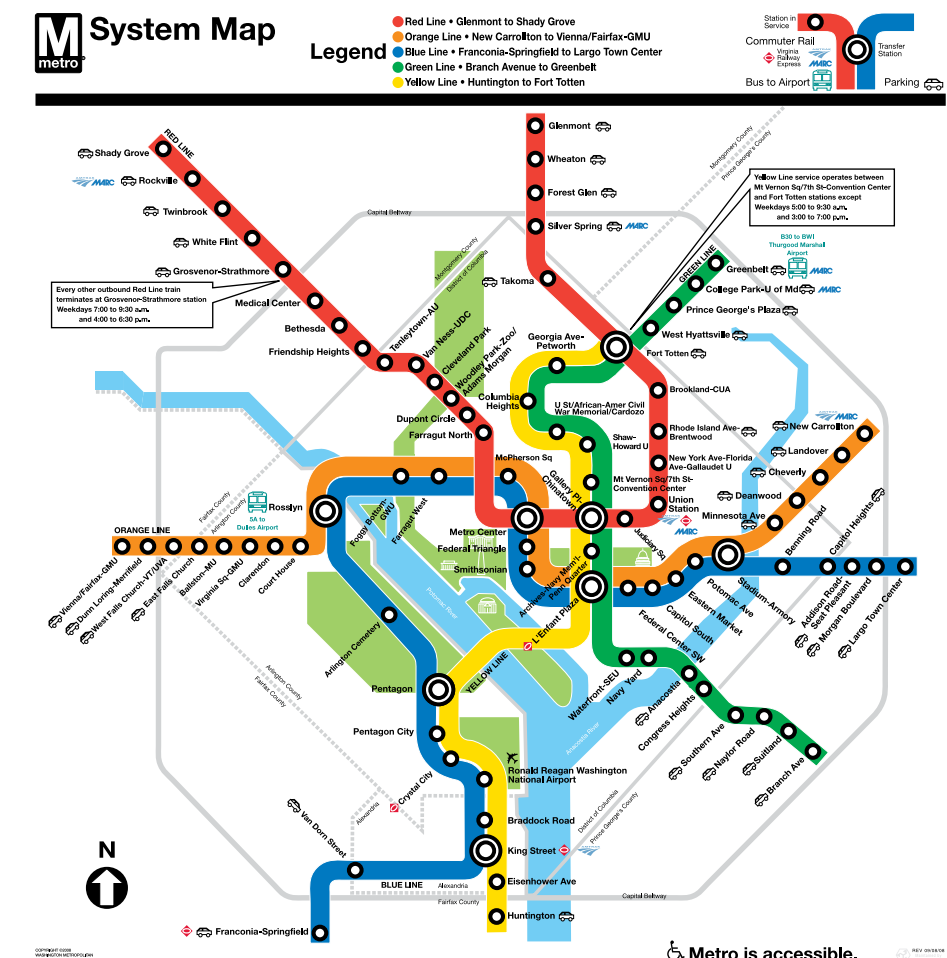


This is also the perfect city to enjoy yourself and take a break

Being in Washington, D.C., puts you at the center of history, culture, entertainment, sports, and much more:

- More than 20 museums, including the Smithsonian, Spy Museum, and Newseum
- More than 20 national memorials
- Over 180 foreign embassies
- More than 40 performing art and theatre venues
- Over 100 restaurants in D.C. alone
- Professional baseball, football, hockey, basketball, and soccer
- Nearly two dozen parks and more than a dozen biking trails
- Just four hours to NYC, two hours to Philadelphia, two hours to the beach

The D.C. Metro makes it easy and fast to get around



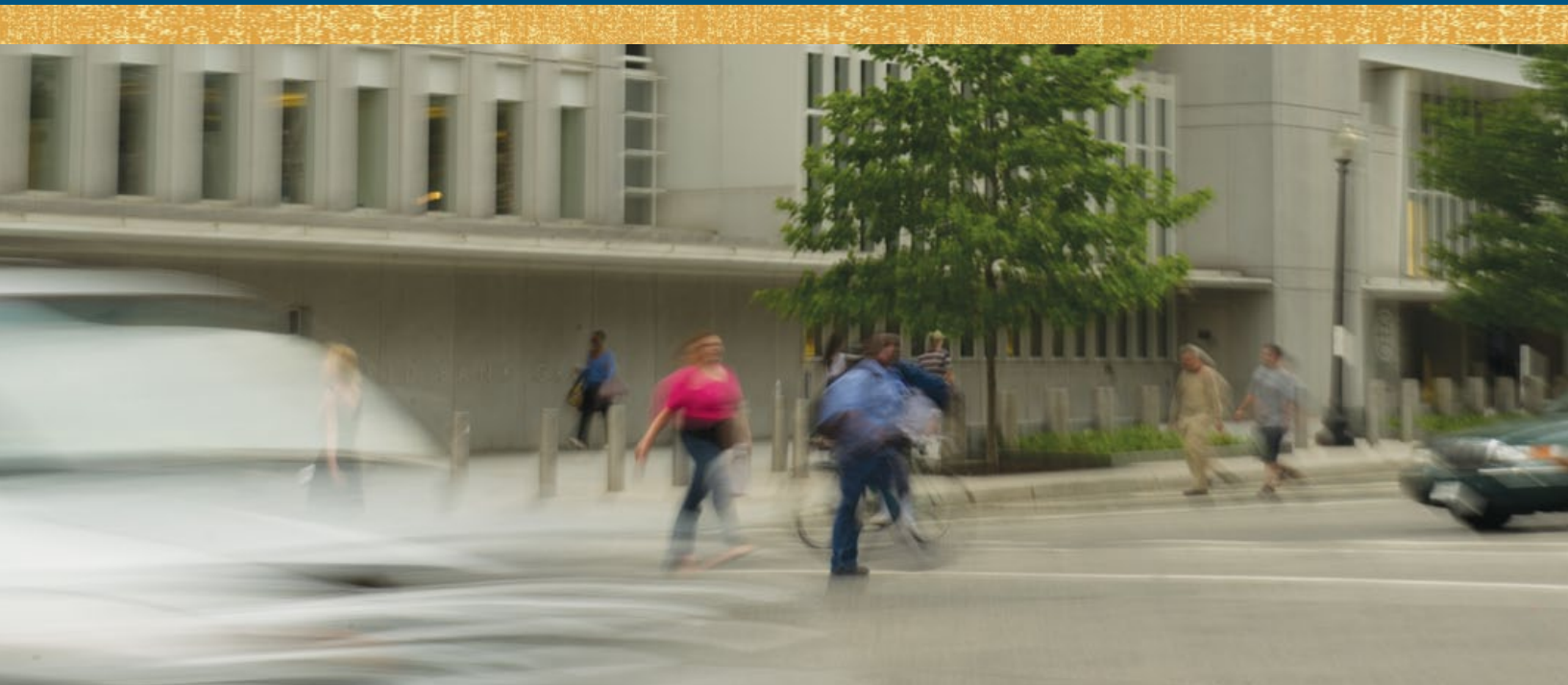


→ The new frontier awaits.

We know this is a big step, so we invite you to visit a class, connect with a current student, and do whatever you have to in order to be clear. You can contact gwmba@gwu.edu for information about setting up an on-campus visit. And, of course, you can contact our Office of Graduate Programs at any time.

Your new frontier affords you opportunities to be at places few people ever see. We're not talking about the visitor entrance to The World Bank, Capitol, Treasury Department, IMF, State Department, or Supreme Court. This is about gaining access to the inner workings. It's about putting yourself in a position to use your experience, your education, your skills, and your personal sense of purpose and mission to start conversations and bring about change.

Ready to do this? We hope so.



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON DC

Office of Graduate Programs

Duqués Hall, Suite 550
2201 G Street NW
Washington, D.C. 20052

202-994-1212
gwmba@gwu.edu
<http://business.gwu.edu/>

