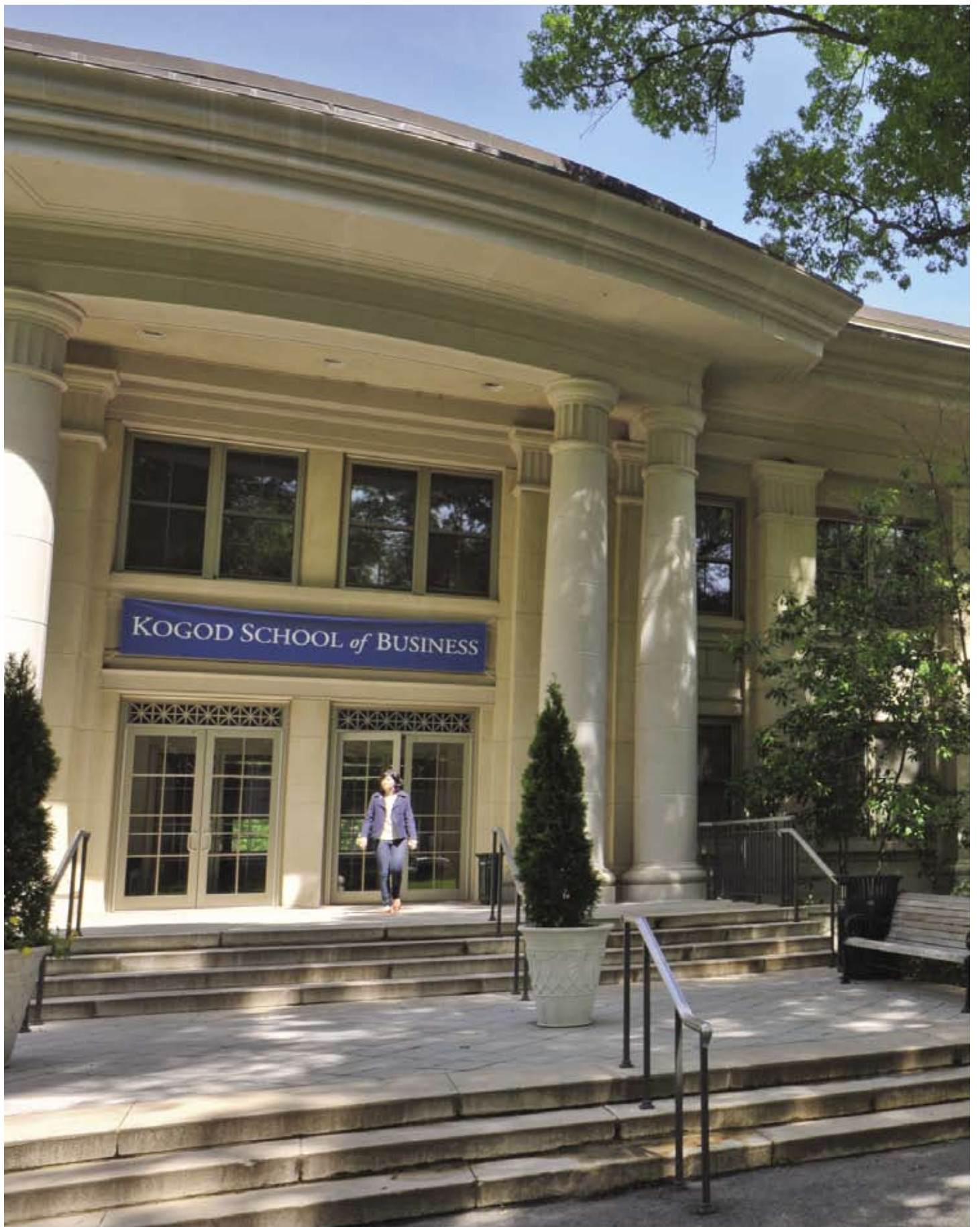


2010

**KOGOD** **MBA**





KOGOD SCHOOL of BUSINESS



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# OUR MISSION

At American University's Kogod School of Business, our mission is to:

**PREPARE** students to develop rewarding careers, and to become active global citizens who value integrity and respect diverse viewpoints and cultures.

**PRODUCE** highly engaged and well-prepared graduates to lead private, public, and nonprofit organizations.

**CONDUCT** and publish scholarship for academic and professional audiences.



# THE KOGOD EXPANSION

Opened in January 2009, the Kogod School of Business's more than 21,000-square-foot expansion includes three breakout rooms, a mini computer lab, and a career development center, as well as:

**7 NEW**  
WIRELESS  
CLASSROOMS

**1** BEHAVIORAL  
RESEARCH  
LAB

**3**  
STUDENT  
LOUNGES

## THE FINANCIAL SERVICES & INFORMATION TECHNOLOGY LAB

is equipped with cutting-edge technology, including Thomson Reuters software, allowing students to experience firsthand the speed at which markets move and explore the complexities of international currencies and exchange rates.

*The Princeton Review and Entrepreneur magazine rank Kogod's Global Management Program*

TOP  
**15**

# THE MBA

American University's Kogod School of Business is committed to offering interdisciplinary programs that give students the breadth and depth of knowledge necessary to succeed in a dynamic global business environment. Kogod's MBA program combines a high-quality business education with the top-rated programs of other American University (AU) professional schools— such as the School of International Service and the Washington College of Law—to ensure a fully integrated learning experience.

At Kogod, education takes on real-world relevancy through close collaboration with corporations, nonprofits, and government organizations. This market-driven approach is reflected in our MBA career tracks, hands-on consulting projects, scholarly research, and career development.

Explore Kogod's full-time and part-time MBA options, or one of the dual-degree programs, to fully understand how AU can help accelerate students' careers.

## 50+ YEARS OF EXCELLENCE

The Kogod School of Business was established in 1955 as Washington, D.C.'s first university-level school of business. It is named to reflect a generous gift from Robert and Arlene Kogod. Robert Kogod, a Washington real estate developer and the former co-chairman and co-CEO of the Charles E. Smith Companies, helped secure the school's future. Today, the Kogod School of Business is recognized for program excellence and innovation by prestigious business and academic organizations worldwide.

# THE KOGOD DIFFERENCE

## INTEGRATED

Unmatched strategic education offerings, including co-curricular and interdisciplinary programs.

## QUALITY

Kogod's faculty of distinguished scholars and accomplished professionals maintain the correct balance of teaching and research.

## INTERNATIONAL

A diverse student body from more than sixty countries, and faculty with extensive global experience.

## CAREER-FOCUSED

Dedicated career services, and market-driven courses created with continuous input from business, government, and nonprofit organizations.

## PERSONAL

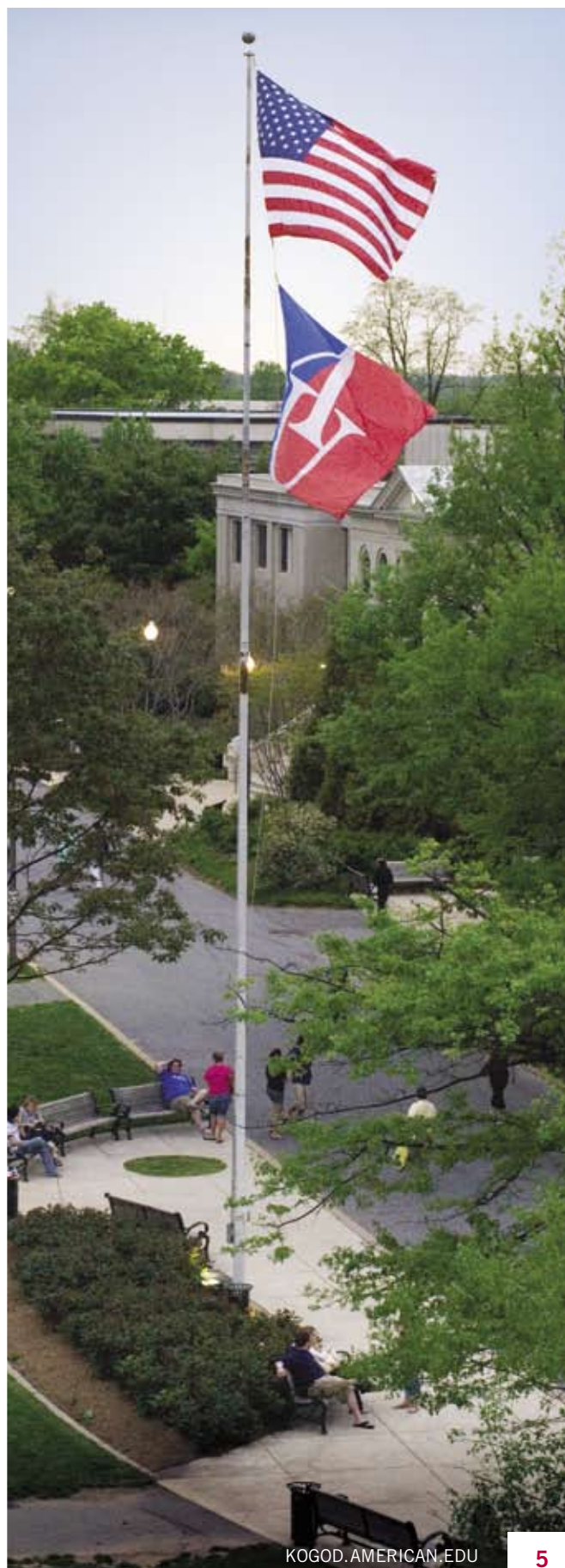
Highly supportive faculty and staff, team-oriented approach, open-door advising, and small class sizes.

## ENGAGED

Students, faculty, and staff are among the most driven, involved, and socially conscious of any business school.



The Kogod School of Business is accredited by the Association to Advance Collegiate Schools of Business—the highest standard of achievement for business schools worldwide.



# THE FULL-TIME MBA

The Kogod full-time MBA is a two-year program that consists of fifty-four credit hours.

The program is built around an integrated core curriculum with a strong emphasis on global decision-making, quantitative analysis, and professional development.

The core curriculum consists of thirty-six credit hours, carefully sequenced and designed to build upon foundation coursework in economics, accounting, and quantitative methods. The program is balanced by elective courses that allow students the opportunity to concentrate coursework around a particular career track or take courses from other AU graduate schools.

## 1<sup>ST</sup> YEAR CORE COURSES

- Accounting Concepts & Applications
- Managerial Economics
- Applied Managerial Statistics
- Organizational Behavior
- Strategy 1: Strategic Thinking
- Business Communications
- Management Accounting
- Financial Management
- Applied Production and Operations Management
- Management Information Systems
- International Business Analysis
- Marketing Management

## 2<sup>ND</sup> YEAR CORE COURSES

- Strategy 2: Integrative Case Experience
- Legal Aspects of Business Organization
- Ethics, Social Responsibility, and Governance
- Electives/Career-Track Courses
- Strategy 3: Strategic Decision-Making

### ADDITIONAL PROGRAM FEATURES

FOR CREDIT INTERNSHIPS AND CONSULTING PROJECTS

INTERNATIONAL STUDY + TRAVEL OPPORTUNITIES

STUDENT LEADERSHIP OPPORTUNITIES

CUSTOMIZED CAREER TRACKS

DUAL DEGREE OPTION





## SIGNATURE STRATEGY COURSES

Our signature courses concentrate on global strategy and decision-making at the firm, product group, and brand levels.

**1** The first course, **Strategic Thinking**, introduces the concept of competitive advantage and addresses the interrelationships among functional disciplines.

**2** The second course, **Integrative Case Experience**, provides extensive hands-on work that is team-based and communications-intensive, and which integrates material from core courses taken during the first year.

**3** The third course, **Strategic Decision-Making**, focuses on developing a global business strategy, the links between strategic and operational issues, the relationships between “hard” and “soft” skills, and the global dimensions of business strategy.



“The small class size is truly one of Kogod’s greatest assets. I had a unique experience, specifically tailored to fit my needs.”

**ABBY CROSHAW**  
*Full-time MBA Student*

### **CAREER TRACKS**

Corporate Finance

### **EDUCATION**

BS in Statistics, minors in Business and Spanish from Brigham Young University

### **PROFESSIONAL EXPERIENCE**

Statistician/Analyst for the Census Bureau

### **SUMMER INTERNSHIP**

Intern with Yehu Microfinance in Mombasa, Kenya

### **ACTIVITIES**

Kogod Ambassador

Center for Business Communications consultant

Statistics tutor for AU undergraduates

# PART-TIME MBA

Kogod's part-time MBA program is designed specifically for working professionals. The curriculum is taught by the same outstanding faculty as the full-time MBA, and core courses are carefully sequenced and designed to build upon foundation coursework in economics, accounting, and quantitative methods. Students may begin the program in the fall or spring semester.

Most students are able to complete the program in thirty-three months. Some core courses are delivered in a "hybrid" format. Class meetings for hybrid courses are held both in the classroom and online, and are designed to provide maximum flexibility while ensuring high-quality learning outcomes.

## CORE COURSES

- Financial Accounting
- Managerial Accounting
- Managerial Economics
- Financial Management
- Statistics
- Information & Technology
- Applied Operations Management
- International Business
- Organizational Behavior
- Ethics, Social Responsibility, and Governance
- Legal Aspects of Business Organization
- Marketing Management
- Strategic Thinking
- Strategic Decision-Making
- Business Communications
- Electives/Career-Track Courses

“I was able to put my Kogod education to work right from the first semester. Skills and tools I gained in class helped me to dramatically improve the execution of several projects at my office.”

**EZEQUIEL WILLIAMS**  
*Part-time MBA Student*



**CAREER TRACKS**

Consulting and IT

**EDUCATION**

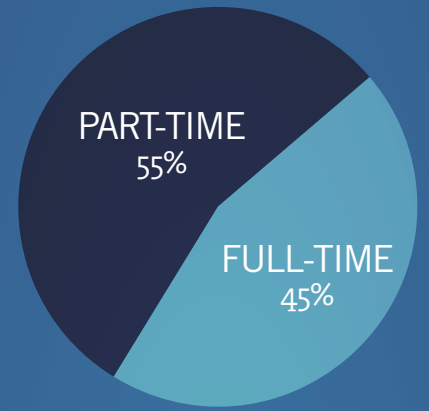
BA in Anthropology,  
New College of Florida

**PROFESSIONAL EXPERIENCE**

Grant Program Manager,  
Executive Office of the Mayor,  
Office of Latino Affairs

**ACTIVITIES**

Graduate Business  
Association Part-Time  
Representative



AVERAGE KOGOD MBA ENROLLMENT

30

AVERAGE AGE OF PART-TIME MBA STUDENTS AT KOGOD\*



AVERAGE DAY BREAKDOWN

FREE PARKING

PART-TIME MBA FAVORITE CAMPUS PERK

60

AVERAGE MONTHS OF FULL-TIME WORK EXPERIENCE AT START OF PROGRAM\*

\* ENTERING 2008 PART-TIME MBA CLASS

# CUSTOMIZE YOUR MBA

## CAREER TRACKS

At Kogod, students can customize their MBA to align with unique professional interests via career-tracks. Developed with direct input from the business community, career-track courses provide the relevant skills, knowledge, and academic background required for the real-world demands of employers.

Students are encouraged to choose a career-track from an established area and take complementary courses, such as the consulting practicum or a study-abroad experience, to complete their degree. Students may also design their own career track in the event that their career focus does not match up with a Kogod career track. Career tracks also may be customized further with up to nine credits taken outside of Kogod.

[kogod.american.edu/careertracks](http://kogod.american.edu/careertracks)

ENTREPRENEURSHIP & INNOVATION

TAXATION

MARKETING MANAGEMENT

MARKETING RESEARCH

LEADERSHIP

CORPORATE FINANCE

GLOBAL EMERGING MARKETS

INTERNATIONAL TRADE & GLOBAL SUPPLY CHAIN MANAGEMENT

REAL ESTATE

ASSET MANAGEMENT

ACCOUNTING

CONSULTING

# DUAL DEGREES

Kogod offers dual-degree programs within the School of International Service (SIS) and the Washington College of Law (WCL). Both are renowned for their superior programs and outstanding faculty and enjoy a well-earned reputation for excellence. Applicants must apply and be admitted to each program.

## SCHOOL OF INTERNATIONAL SERVICE

SIS is consistently ranked among the top five graduate programs in its field and is the largest school of international affairs in the United States.

### MA/MBA

Kogod and SIS offer degree programs that allow students to earn a Master of Arts (MA) degree combined with an MBA.



This is a unique opportunity to combine solid business skills with expertise in international studies—two extremely valuable assets in an increasingly global marketplace. The MA/MBA requires acceptance by both Kogod and SIS. Students beginning the MA/MBA program will spend a full year completing the MBA core curriculum at Kogod before beginning elective courses.

[kogod.american.edu/MA](http://kogod.american.edu/MA)

## THE WASHINGTON COLLEGE OF LAW

WCL offers top-rated programs in experiential learning, international law, law and government, intellectual property, business, and gender.

### JD/MBA

Kogod and WCL offer an outstanding four-year JD/MBA dual-degree program.

Candidates must receive admission to the JD program to qualify for consideration for the MBA program.

JD/MBA graduates are well equipped for careers in mergers and acquisitions, international business and business management, and positions such as in-house business counsel, outside legal advisor, and lobbyist.

[kogod.american.edu/JD](http://kogod.american.edu/JD)

### LLM/MBA

Kogod and WCL offer the first LLM/MBA dual-degree program in the United States. Candidates must apply for the joint program as a full-time LLM student.

[kogod.american.edu/LLM](http://kogod.american.edu/LLM)

# RECOGNIZED & REPUTABLE FACULTY

The Kogod faculty is composed of internationally recognized scholars, outstanding lecturers, researchers, and advisors, all of whom are committed to the highest standards of teaching. Most importantly, they bring real-world business challenges into the classroom for students to solve.

Many faculty members are currently serving as consultants to major corporations and governments, or actively engaged in research. A study published in *Advances in Financial Education* ranked Kogod seventeenth among the most influential institutions in financial education. Kogod faculty accomplishments are frequently recognized in prestigious venues:

## ↘ H. Kent Baker

University Professor of Finance, has written or edited numerous books including *Dividends and Dividend Policy*, the definitive book on this subject, published by John Wiley & Sons, Inc. in 2009. His other books include *Understanding Financial Management: A Practical Guide*, *Business Fundamentals*, *Financial Management*, and *Financial Markets: Instruments and Concepts*.

## ↘ Erran Carmel

Professor of Information Technology, co-authored an article, "Tactical Approaches for Alleviating Distance in Global Software Development," that was named a top pick in honor of IEEE Software's twenty-fifth anniversary.

## ↘ William DeLone

Professor of Information Technology, authored "Information System Success: The Quest for the Dependent Variable," which is the most cited research article in the information systems field worldwide over the last fifteen years.

## ↘ Sonya Grier

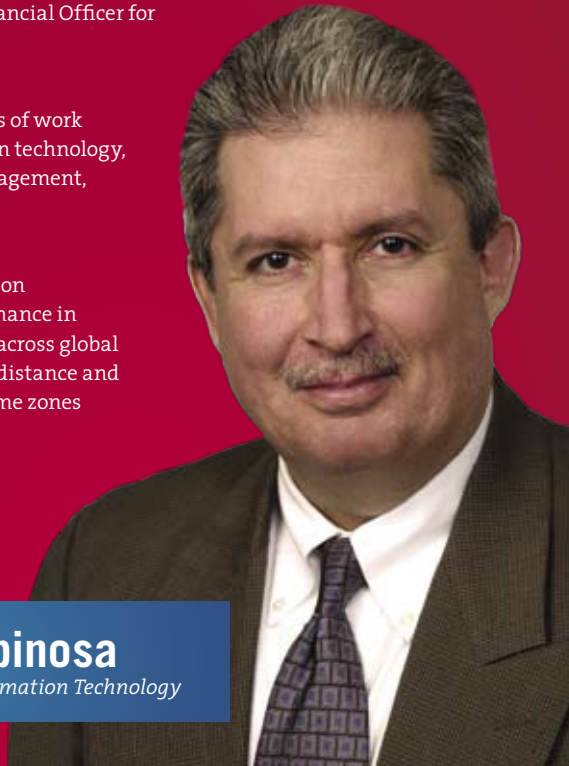
Associate Professor of Marketing, was the co-investigator for a study titled "Fast-Food Marketing and Children's Fast-Food Consumption: Exploring Parents' Influences in an Ethnically Diverse Sample," funded by a \$3.5 million grant from The Robert Wood Johnson Foundation.

➤ Served as Director of MIS, Director of Quality Assurance, and Chief Financial Officer for TechnoServe, Inc.

➤ More than eighteen years of work experience in information technology, consulting, finance, management, and engineering

➤ Current research focuses on coordination and performance in global technical projects across global boundaries, particularly distance and time separation across time zones

➤ Published in leading academic journals



## J. Alberto Espinosa

*Associate Professor of Information Technology*

➤ Research focuses on understanding interactional relationships among creativity and innovation, leadership, and motivation

➤ Published articles in leading academic journals including the *Academy of Management Journal*, *Organizational Science*, and *Human Resources and Management Review*

➤ Interested in management motivation, compensation, and corporate governance issues



## Xiaomeng Zhang

*Assistant Professor of Management*

## KOGOD'S EXECUTIVE-IN-RESIDENCE

Kogod's Executive-in-Residence program brings professional experts into the classroom to apply management theory directly to current business practices. Kogod's Executive-in-Residence faculty members have held numerous noteworthy positions:

### GHIYATH F. NAKSHBENDI

President, Sangamore Group; Senior Consultant GMD Solutions, Inc.; former financial advisory, Kuwait Investment Authority ("KIA"); Arab Fund for Economic and Social Development; Kuwait Real Estate and Investment Consortium ("KREIC"); Kuwait; former COO, Newfield Enterprises International.

### JILL A. KLEIN

Senior Vice President and CIO of Riggs Bank, NA; Vice President of Marketing and Sales at AETEA Information Technology, Inc.; Client Executive at IBM Corp.

### NICOLE MELANDER

Senior Global Director, Microsoft Corp.; former Vice President for Oracle's ThinkQuest program.

### ROBERT SICINA

President, American Express Bank Limited; CFO, Citigroup U.S. Card Products Group.

### JOHN KATKISH

President and CEO, First Management Group, Inc.



# THE CAREER ADVANTAGE



## KOGOD CENTER FOR CAREER DEVELOPMENT

The Kogod Center for Career Development (KCCD) is committed to helping both students and employer partners meet their unique business goals, including transitioning to a new career or finding talented candidates for an organization.

KCCD's team of experienced career development and employer relations professionals proactively partner with students to assess current strengths and employ creative strategies to reach future career goals.

## CAREER MANAGEMENT CURRICULUM

Led by the KCCD, the career management curriculum teaches students how to leverage their individual educational and professional backgrounds. Students learn how to apply a project-management approach to the career management process with plans, metrics, and benchmarks.

The career management team works with students in the classroom and individually on development of individual marketing and communications plans, strategies for effective networking, interviewing and negotiating skills, cultivating offers, and productivity tools.

## INTERNSHIPS

Internships are an outstanding way to gain experience in a desired professional field. The Kogod MBA program allows up to two internships for academic credit. KCCD can assist students with obtaining internships and other experiential opportunities.

## THE KOGOD CENTER FOR BUSINESS COMMUNICATIONS

Students work with the Kogod Center for Business Communications to develop their academic and professional writing, public speaking, and team presentation skills. Through the Center, students receive individual coaching from seasoned communications specialists.

## MBA STUDENTS BENEFIT FROM:

- ↘ Career-management courses
- ↘ Personalized coaching and career advisement
- ↘ NYC fall finance and spring marketing trips
- ↘ Career fairs and preparation workshops
- ↘ Networking receptions
- ↘ Career assessments
- ↘ Job search strategies
- ↘ Mock interviews
- ↘ Internships/job search assistance
- ↘ Coaching for business writing and speaking
- ↘ Employer site visits
- ↘ Alumni network
- ↘ CareerSource Web site with internship/job postings

## RECENT MBA INTERNSHIPS:

- ↘ Raytheon
- ↘ Adventure Wine
- ↘ The World Bank
- ↘ First Command Financial
- ↘ Northwestern Mutual
- ↘ PACE Global Energy
- ↘ Watson Wyatt Worldwide
- ↘ McLean Group
- ↘ BearingPoint

# YOU'RE IN GOOD COMPANY

PARTIAL LIST EMPLOYERS WHO HAVE HIRED KOGOD MBA GRADUATES

**AOL . Beers + Cutler . BearingPoint  
CapitalOne . Deloitte . Discovery Communications  
FINRA . First Command Financial . Freddie  
Grant Thornton . Johnson & Johnson  
Accenture . Merrill Lynch . Morgan Stanley  
Society . Northwestern Mutual  
Consulting and Trade . Presidential  
Program . PricewaterhouseCoopers  
Securities & Exchange Commission  
Wyatt Worldwide . White & Case .**

BoozAllenHamilton  
Ernst & Young • Fannie Mae  
Mac • Goldman Sachs  
KPMG • McLean Group  
National Geographic  
PACE Global Energy • PM  
Management • Fellows  
The Gallup Organization • U.S.  
• Under Armour • Watson  
Raytheon • The World Bank

## ALUMNI

Kogod alumni have established a tradition of achievement for over fifty years. As a graduate of Kogod's programs, students will join an expanding network of individuals committed to making a difference in the world. Each year, Kogod alumni chapters across the globe sponsor a variety of events—including professional-development seminars, panel discussions, and networking events—remaining fully engaged with the MBA program and students post-graduation.

ALAN ARSHT '72  
Founder and CEO, M Space Holdings

WILLIAM BAILEY '65  
Chairman and Founder, Illumen

RICHARD T. CLARK '70  
CEO, Merck & Co., Inc.

VICTORIA HARKER '90  
Executive Vice President and CFO,  
AES Corporation

RICHARD HOCKER  
BS '68, MBA '70  
President & CEO, Penn Capital  
Management

KENNETH MANNING '68  
CEO and Chairman, Sensient  
Technologies Corporation

MARK MURPHY '83  
President and CEO, Green Bay Packers

LORETTA SANCHEZ '84  
Member, U.S. House of Representatives

DAVID J. WAJSGRAS '89  
CFO, Raytheon Corp.

# KOGOD BY THE NUMBERS

MBA UNDERGRADUATE MAJORS



16%

NUMBER OF CURRENTLY ENROLLED DUAL-DEGREE STUDENTS

44%

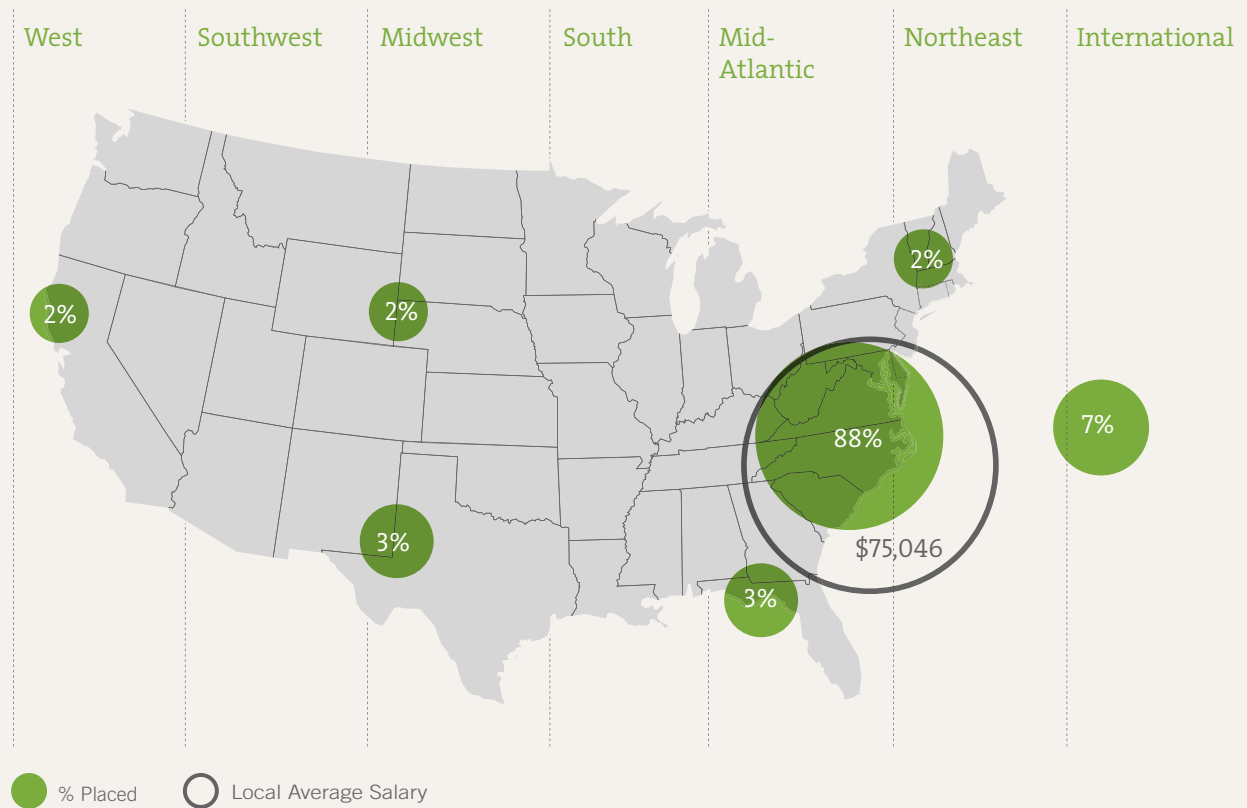
WOMEN ENTERING THE FULL-TIME MBA PROGRAM IN FALL 2008

108

COUNTRIES REPRESENTED BY KOGOD ALUMNI

UNDERGRADUATE MAJORS OF THE FALL 2008 ENTERING FULL-TIME MBA CLASS

GEOGRAPHIC REGION PLACEMENT (FOR FULL-TIME)



AVERAGE SALARY

**\$77,881**

AVERAGE SALARY FOR THE GRADUATING FULL-TIME MBA CLASS OF 2008

AVERAGE SIGNING BONUS

**\$5,821**

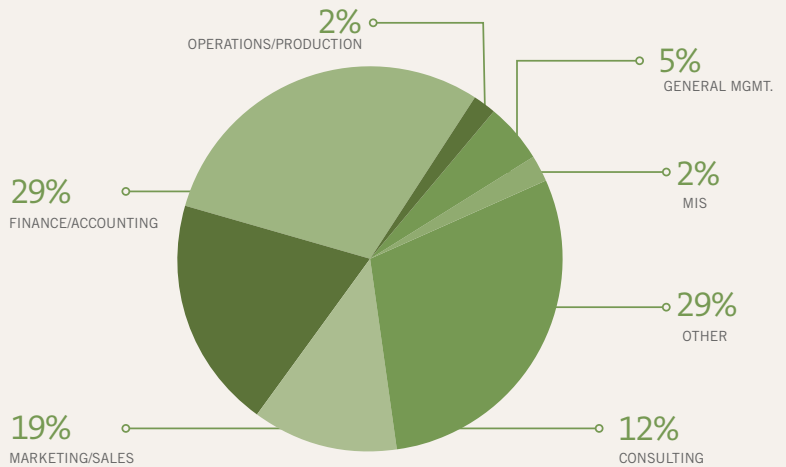
AVERAGE SIGNING BONUS FOR THE GRADUATING FULL-TIME MBA CLASS OF 2008

EMPLOYMENT

**96.1%**

NUMBER OF KOGOD 2008 FULL-TIME MBA GRADUATES EMPLOYED WITHIN 4 MONTHS OF GRADUATION

EMPLOYMENT BY FUNCTION



# GLOBAL LEARNING

Kogod students are encouraged to have an international experience to broaden their perspectives and inform their decision making. To facilitate this, Kogod offers quality short-term programs in prominent global centers of China, Europe, and Latin America.

Our partnerships with some of Europe's top business schools provide our graduate students the opportunity to see European business firsthand as part of the Summer Management Institute. Our International Dimensions in Management course allows two international learning opportunities during the MBA program. This rotating location encourages students to see business as conducted in the global boardroom.

Kogod's blog series, "An American Perspective," provides an opportunity to follow student experiences abroad in real time.

[kogod.american.edu/blog](http://kogod.american.edu/blog)





## KOGOD LEADERSHIP AND APPLIED BUSINESS

# K-LAB

Kogod believes education should extend beyond the classroom. Hands-on experiences enhance leadership ability, communication skills, and self-confidence. K-LAB allows students to learn valuable professional skills in real-world settings, and includes options to participate in numerous graduate clubs, the Case Competition, the Making a Difference is Our Business community volunteer program, and co-curricular opportunities off campus.



### KOGOD CASE COMPETITION

The Case Competition, managed by the K-LAB, is one of the premier annual events hosted by Kogod. The Case Competition is an excellent opportunity for students to sharpen their communication skills, presentation style, teamwork abilities, and problem-solving techniques. The Center for Business Communications provides workshops and rehearsals. Student competitors enjoy networking with the sixty senior-level business leaders from the Washington, D.C., area who serve as judges.



### THE ALAN MELTZER CEO LEADERSHIP SPEAKER SERIES

The Alan Meltzer CEO Leadership Speaker Series brings top business leaders to campus and gives students the opportunity to interact informally with executives following each presentation. Recent speakers have included Dean Factor (KSB '87), CEO & Co-Founder, Smashbox Enterprises, and Mark Murphy (KSB '83), President & CEO, Green Bay Packers.



## KOGOD GRADUATE CLUBS & ASSOCIATIONS

- Graduate Business Association
- Accounting Club
- Asian MBA Association
- Black MBA Association
- Entrepreneurs Club
- Hispanic MBA
- International Business Association
- JD/MBA Club
- Kogod Capital
- Kogod Women in Business
- Marketing Club
- Graduate Information Society
- Net Impact
- Real Estate Club
- Society for Human Resource Management
- Toastmasters

Graduate students have the opportunity to start new clubs and initiatives in the K-LAB as well.

## HANDS-ON EXPERIENCE

Kogod MBA consulting projects provide dynamic opportunities to work as part of a student team to consult with leading area businesses, Fortune 500s, nonprofit organizations, high-tech companies, federal agencies, and nongovernmental organizations.

Students address real management issues and how they are tackled through a consulting engagement, develop a deeper understanding of the interdependence of functional areas, and polish teamwork and communication skills.

“K-LAB helped me to get involved beyond the classroom. It’s a great way to meet other students and participate in activities at Kogod.”

### STEVE LAW

*Full-time MBA Student*

#### CAREER TRACKS

IT Consulting

#### EDUCATION

BS Business (MIS Concentration), Kelley School of Business, Indiana University

#### ACTIVITIES

VP, Hispanic MBA Club

#### PROFESSIONAL EXPERIENCE

EVMS PMO Consultant, IBM Consulting

Licensed Banker, Wells Fargo

#### SUMMER INTERNSHIP

Business Analyst Assistant, PFM

APPLY NOW

# APPLICATION INFORMATION

KOGOD SCHOOL OF BUSINESS

# APPLICATION DEADLINES

## CONTACT INFORMATION

### All Admissions

Kogod School of Business  
Office of Admissions  
4400 Massachusetts Ave. NW  
Washington, DC 20016-8044

### Web site

[kogod.american.edu/mba](http://kogod.american.edu/mba)

### E-mail address

[kogodgrad@american.edu](mailto:kogodgrad@american.edu)

### Phone

202-885-1913

### Directions to Campus

[kogod.american.edu/visit](http://kogod.american.edu/visit)

## INTERVIEWS

Selected applicants will be invited to interview at the discretion of the Admissions Committee after a preliminary application review. Interviews are required for admission to the full-time and part-time programs.

## DECISIONS

Decisions on all applications are made on a rolling basis. Applicants can typically expect notification within four to six weeks of submitting a completed application.

## FINANCIAL AID

The Admissions Committee reviews all applicants for merit-based scholarships at the time of admission. No additional application is required. American University offers a wide range of resources for need-based financial assistance programs.

For financial aid information, please visit [american.edu/financialaid](http://american.edu/financialaid).

## CAMPUS VISITS

We encourage prospective students to visit the American University campus to attend a graduate-level class at Kogod.

To register for a class visit, please visit [kogod.american.edu/schedule](http://kogod.american.edu/schedule).

Additionally, graduate information sessions are held throughout the year, both on and off campus.

Visit [kogod.american.edu/calendar](http://kogod.american.edu/calendar) for a list of upcoming events.

## SPRING 2010 DEADLINES

# OCT 30

PRIORITY DEADLINE

# DEC 1

FINAL DEADLINE

## FALL 2010 DEADLINES

# DEC 1

PRIORITY DEADLINE

# FEB 1

INTERNATIONAL DEADLINE

# APR 15

FINAL DEADLINE

## APPLICATION CHECK LIST

- Current résumé
- Official transcript from all universities attended
- Personal statement
- Two letters of recommendation
- \$100 application fee
- Valid GMAT Score
- Valid TOEFL or IELTS Score (if applicable)



KOGOD SCHOOL *of* BUSINESS  
AMERICAN UNIVERSITY • WASHINGTON, DC

# KOGOD

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