



LEARN

&

LEAD



UNC  
KENAN-FLAGLER  
BUSINESS SCHOOL

FULL-TIME **MBA**

A portrait of a smiling Black man in a dark suit, white shirt, and light blue tie. He has a small UNC Kenan-Flagler pin on his lapel. The background is a blurred office or library setting.

REAL  
RETURN

&

REAL  
IMPACT

At UNC Kenan-Flagler, we define ROI as the results our graduates drive both in the organizations they lead and the communities they serve.

## Shaping principled, agile leaders for the bottom line & the greater good.

**Ambition & integrity. Performance & character. Competition & collaboration. At UNC Kenan-Flagler, we believe that exceptional business leadership results from a balance of exceptional strengths.**

The UNC Kenan-Flagler full-time MBA program is the ultimate opportunity to accelerate your career growth, leadership development and global business network. We prepare outstanding professionals from around the world to achieve their career objectives and gain a renewed definition of success: a life lived with greater autonomy, creativity and purpose. Generate positive impact in business and beyond.

Full-time MBA | Evening MBA | Weekend MBA | Global OneMBA® | MBA@UNC

Compare all of our MBA programs. [mba.unc.edu/compare](https://mba.unc.edu/compare)

# THE WORLD’S MOST ADVANCED LEADERSHIP DEVELOPMENT CURRICULUM

## Preparing You for Leadership

The Leadership Initiative, our comprehensive program, nurtures and enhances the potential of every MBA student. Ranked No. 7 in the world by *Bloomberg Businessweek*, the program develops highly sought-after skills and competencies. Students graduate from UNC Kenan-Flagler with increased self-awareness, better equipped to manage conflict, more experienced in delegation and empowerment, and prepared to lead change.

Every student has the opportunity to:

- Experience real-life learning through business simulations, facilitated by successful executives
- Receive individualized feedback from executive and peer coaches
- Choose from extensive activities aligned with interests and career goals
- Pursue the optional capstone course, designed to test leadership capability in real-life business scenarios with individual executive coaching

## Flexible Curriculum and Team Environment

The flexibility of our curriculum is matched only by our world-class faculty's commitment to your learning and career objectives. Our collegial, team-based learning culture mirrors real-world working environments.

## Concentrations

Well-structured career and enrichment concentrations enhance your ability to focus on a particular career direction. Concentrations are optional. Approximately 20% of students elect not to fulfill all the requirements of any specific concentration, pursuing instead a general management path.

## Core Curriculum and Electives

Your first semester (Modules I and II) is front-loaded to provide the core business skills you need to become broadly literate in business. In the second semester (Modules III and IV), you can choose from an array of more than 125 elective courses tailored to your intended career or summer internship.

Year One			
Fall Classes		Spring Classes	
Module I	Module II	Module III	Module IV
Professional Communication		Ethics and Governance*	Ethics and Governance*
Leading & Managing	Business Strategy	Management Communication	Management Communication
Financial Accounting	Data Analytics and Decision Making	Managerial Accounting	Elective
Business Statistics and Analytics	Operations	Elective	Elective
Marketing: Concepts & Tools	Finance	Elective	Elective
Financial Tools	Global Economics	Elective	Elective
Microeconomics	Core Case Competition		
Teamwork Assessment		Leadership Initiative	

\* Fulfilled by one of three approved electives



UNC Kenan-Flagler is the only business school to offer a capstone immersion devoted solely to leadership. MBA students have a one-of-a-kind opportunity to hone key aspects of their leadership skills during their final eight weeks of study.



The UNC Kenan-Flagler MBA Program has 34,000+ alumni in 81 countries around the world.

### International Opportunities

Choose from a range of nearly 100 exciting and innovative activities designed to foster an international outlook.

1

#### **The Global Business Project and Working Languages**

Offer a way for MBA students to increase their global business and language competency through guided hands-on business consulting projects with companies in global markets.

2

#### **Global Immersion Electives**

Provide opportunities to engage in short-term experiential learning abroad for academic credit. Four to five different electives are offered each year, combining relevant and timely interaction with international companies and practical discussions about doing business in targeted countries or regions.

3

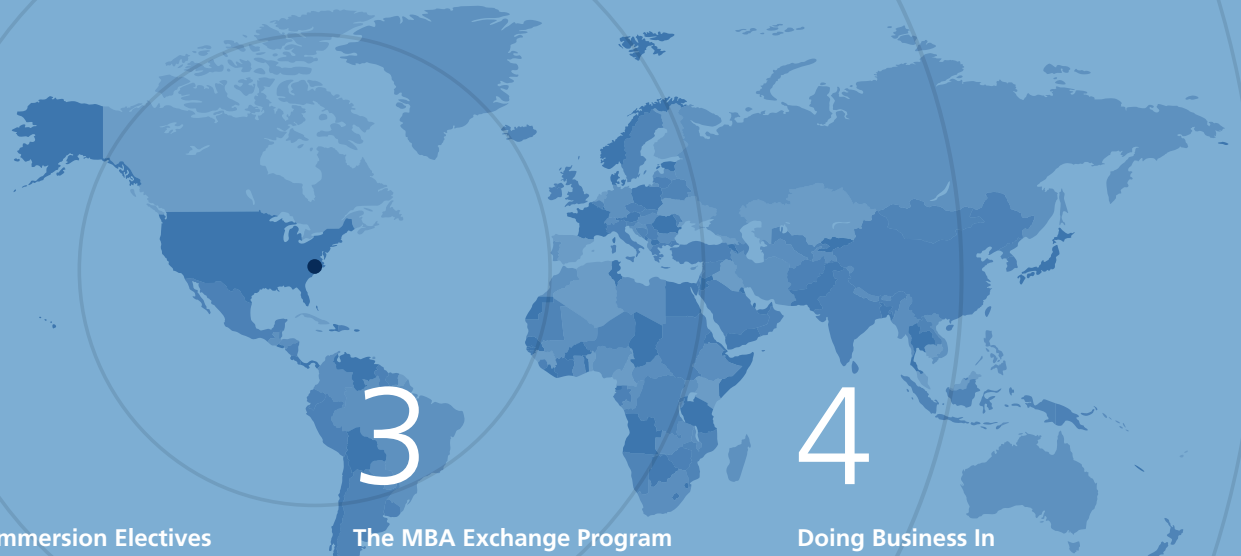
#### **The MBA Exchange Program**

Gives you the opportunity to study abroad at more than 50 of the highest ranked business schools in Asia, Europe, Latin America, Africa and the Middle East.

4

#### **Doing Business In**

Courses allow you to study abroad and explore another culture during a 1- or 2-week immersion at one of our MBA exchange partner schools.



A photograph of two men in business attire working at computers in a trading floor. The man in the foreground is looking at a laptop, while the man in the background is looking at a large monitor displaying a complex data visualization. A large, colorful stock market ticker is visible in the upper left corner of the image.

LEARN

&

DO

At UNC Kenan-Flagler, we believe that the best business education includes knowledge gained from practical, action-based learning experiences with real consequences. Our dynamic hands-on simulations, business projects and capstone courses provide numerous opportunities to learn by doing.

## Dual Degrees

You may pursue a dual degree that combines your business education with studies in several of UNC's highly rated graduate and professional schools. You must apply and be admitted separately to each program.

School	Degree	Duration
Gillings School of Global Public Health	MBA/MHA MBA/MSPH	3 years
City and Regional Planning	MBA/MRP	3 years
Information and Library Science	MBA/MSIS	3 years
Law School	MBA/JD	4 years
Eshelman School of Pharmacy	MBA/PharmD	5 years
School of Medicine	MBA/MD	5 years
Nicholas School of the Environment at Duke	MBA/ME	3 years
Sanford School of Public Policy at Duke	MBA/MPP	3 years

Students also can create their own dual degree course of study by combining programs from UNC and other top universities.

## Certificate Programs

Certificate programs are available for those MBA students who wish to seek additional experience in another discipline without pursuing a second degree. These programs carry academic credit and are hosted by various programs or academic units across campus. Some examples include:

- Certificate in Clinical Information Science
- Certificate in International Development



## Career Concentrations

Career Concentrations represent the primary focus for your MBA career. The most comprehensive type of concentration, career concentrations, equip you with knowledge and skills to propel you into MBA-level jobs upon graduation. Career concentrations most closely mirror the hiring needs of employers while also reflecting the priorities and key competencies of the MBA Program.

Concentration	Description	Popular Electives
Capital Markets and Investments	Prepares students for positions on both the buy and sell side of capital markets, including corporate treasury, securities analysis and portfolio management, sales and trading, and personal client services.	Investments Global Financial Markets Introduction to Derivatives Fixed Income Alternative Investments
Corporate Finance	Provides a rigorous set of courses to develop skills and knowledge in project finance, debt and equity issues, valuation, mergers and acquisitions, financial planning, risk management, financial reporting and analysis, and taxation.	Complex Deals Principles of Corporate Finance Financial Statement Analysis Investment Banking Mergers and Acquisitions
Management Consulting	Focuses on both the strategy and process of consulting, as well as on the development of skills in cross-functional analysis, analytic tools, team leadership, IT and international competition.	Consulting Skills and Frameworks Corporate Strategy Project Management STAR Consulting Projects Strategic Innovation
Marketing	Explores a variety of leading-edge marketing topics such as database management, brand management, one-to-one marketing, data mining, customer profitability, sales and lifetime analysis of customers.	Brand Management Consumer Behavior Digital Marketing Global Marketing Marketing Strategy
Operations Management	Prepares students to effectively diagnose, design and synchronize an entire network of business processes and resources—including materials, technology and knowledge—into value-added products and services for end customers and profit management.	Operations Management Models Retail Operations Service Operations Management Supply Chain Management Sustainable Operations
Real Estate	Prepares students for a diverse set of career opportunities including real estate development, public/private opportunities, real estate investment banking and capital markets, mortgage debt financing, affordable housing, institutional real estate, and real estate consulting.	Real Estate Development Process Real Estate Finance Real Estate Fund Management International Real Estate Real Estate Macroeconomics and Securities Markets

## Enrichment Concentrations

Enrichment concentrations provide an additional set of coursework to enhance your career concentration. In many cases, enrichment concentrations signal WHERE or THROUGH WHICH LENS you will perform the job duties within your primary career concentration.

Concentration	Description	Popular Electives
Energy	Prepares students for various roles within the energy sector through exposure to the full energy value chain and examining the selection, financing and execution of energy projects.	Alternative Energy Energy Project Finance Renewable Energy: Project Development and Finance The Energy Value Chain The Business of Oil and Gas
Entrepreneurship	Serves students who intend to start businesses, work for an existing startup, lead an entrepreneurial effort with a larger company or pursue a career in venture capital.	Business Plan Analysis Introduction to Entrepreneurship Launching the Venture Venture Capital Valuation and Deal Structure Sales
Health Care	Prepares students for an array of health care-related careers by providing an overview of the structure and component parts of the health care system.	The Challenges of Health Care Health Care Marketing Design and Delivery of Health Care Systems Global Health Care Strategic Value Creation for Life Science Companies
Sustainable Enterprise	Equips students to identify and capitalize on opportunities that create competitive advantages for companies and nonprofit organizations by recognizing the benefits of a triple bottom line—incorporating economic, environmental and social outcomes.	Corporate Environmental Strategy Strategic Corporate Social Responsibility Strategies in Sustainable Enterprise Systems Thinking for Sustainability Social Entrepreneurship

## Focus Areas

Focus areas represent emerging areas of program expertise, reflecting the school's unique resources.

Focus Area	Description	Most Popular Electives
Business Analytics and Decision Making	Enhances students' decision-making skills by expanding their quantitative toolsets, honing their ability to make fact-based decisions, and teaching them to recognize competitive opportunities brought by analytics.	Marketing Analytics Pricing Data Analytics: Tools and Opportunities Sports Analytics Strategic Economics Strategic Modeling and Business Dynamics
Family Business	This area complements MBA career and enrichment concentrations, and prepares next-generation family business leaders to lead entrepreneurial, sustainable family enterprises, create and maintain healthy family and working relationships, and be responsible stewards of family business assets.	Family Business I: Introduction to Family Enterprise Family Business II: Ownership and Governance Private Wealth Management Managing the Growing Business Corporate Reputation Management



A CAREER  
PATH

&

A PASSING  
LANE

### THE TOOLS TO LAUNCH YOUR CAREER.

UNC Kenan-Flagler has an outstanding reputation among top recruiters world-wide, built from both the strength of our alumni and the valuable work of our MBA Career Management Center (CMC). Whether you're changing careers or looking to move to the next level in your current field, the CMC will help you determine a plan of action and provide exceptional programs to train, support and guide you on the right path.

## 2014-2015 KEY HIRING EMPLOYERS

Amazon.com  
Automatic Data Processing  
Bank of America Corporation  
Bayer  
Becton, Dickinson & Co.  
Bristol-Myers Squibb Co.  
Cisco Systems, Inc.  
Cognizant Business Consulting  
Dell  
Deloitte Consulting  
Eastman Chemical  
Ecolab Inc.  
ExxonMobil  
EY  
Georgia-Pacific Corp.  
GlaxoSmithKline  
Goldman Sachs  
Humana Inc.  
IBM  
JPMorgan Chase & Co.  
Jefferies & Co.  
Johnson & Johnson  
Liberty Mutual  
McKesson Corp.  
McKinsey & Company  
Morgan Stanley  
PepsiCo  
PricewaterhouseCoopers  
Procter & Gamble  
Red Ventures  
Salesforce.com  
Synchrony Financial  
Target Corp.  
The Clorox Company  
The Coca-Cola Company  
The Hershey Company  
The North Highland Company  
United Parcel Service  
Wells Fargo

Note: These employers hired three or more students for internship and/or full-time positions.

Our CMC organizational model also offers a unique advantage. Each advisor partners with both students and employers in specific career interest areas, which assures in-depth knowledge of the career fields and the employers targeted by our students. The team will understand your career goals to develop a tailored search plan to ensure your success. They are available throughout the year to meet with you to discuss all aspects of your job search, from assessment to negotiating the final offer—working with you to help you create a marketable resume, learn MBA-level job search techniques, perfect your interview skills and negotiate for a favorable offer to achieve your career goals.

## EMPLOYMENT BY FUNCTION

Function	Mean Base Salary
Consulting	\$115,552
Finance – Corporate Finance	\$98,316
Finance – Investment Banking	\$124,091
Finance – Investments	\$118,182
General Management	\$107,037
Marketing	\$102,251
Operations	\$95,489
Real Estate	\$106,455
Other	\$102,444

## SALARY REPORTING CHART

2015 Salary Reporting	
2015 Average Base Salary	\$109,390
2015 Average Signing Bonus	\$24,796

Data is preliminary for the Class of 2015 and complies with MBA CSEA guidelines for data collection.



There are more than 4,000 UNC Kenan-Flagler alumni working in Fortune 500 companies. More than 800 have reached C-level and more than 200 are company CEOs.

# ADMISSIONS

## Experience and Preparation

Candidates with at least two years of full-time work experience are most competitive. Students are expected to have introductory knowledge of financial accounting, statistics and microeconomics prior to enrolling. Those who have not studied one of these areas can benefit from our summer Analytical Skills Workshop (ASW) prior to the start of classes in August.

## Application Requirements

1. USD \$150 application fee
2. Essays (1 required)
3. Resume
4. Work history
5. Two recommendations
6. Official transcript from each university attended
7. GMAT or GRE score
8. TOEFL/IELTS/PTE (if test of English proficiency is applicable)

Additional information is available at [mba.unc.edu/requirements](http://mba.unc.edu/requirements).

Application Round	Application Submission by	Decision Release Date	Enrollment Deposit Deadline
1 <i>Early Action</i>	October 16, 2015	December 14, 2015	January 8, 2016
2	December 4, 2015	February 1, 2016	April 15, 2016
3	January 15, 2016	March 14, 2016	April 15, 2016
4	March 11, 2016	April 25, 2016	May 13, 2016
Rolling	After March 11, 2016	On a rolling basis	5 days after admission offer

## Campus Visits

We encourage you to visit our campus in Chapel Hill, North Carolina. When our campus visit program is active, you can visit an MBA class, have lunch with current students and take a building tour, and attend an information session. Class visits and lunch with students are not offered during school breaks and final exams. Campus visits can be scheduled through our online scheduler at [mba.unc.edu/interview-visits](http://mba.unc.edu/interview-visits).

## Interviews

Admission interviews provide incremental information helpful for comparing and sorting the most competitive applicants. We have a Campus Open Interview Season and an Invitation-Only Season.

- Campus Open Interview Season — September 8 through October 29, 2015. Prior to the invitation-only interview season, any prospective candidate visiting campus can schedule an interview, as space permits. You do not need an invitation or an application to interview during the Campus Open Interview Season. You can reserve a campus interview during the Campus Open Interview Season at [mba.unc.edu/interview-visits](http://mba.unc.edu/interview-visits).
- Invitation-Only Interview Season — after October 29, 2015. Candidates who are most competitive across the various admission criteria will be invited to interview during the Invitation-Only Interview Season. Invitations to interview could be extended to selected candidates at any time after the application is submitted. Candidates invited to interview may interview on campus, via webcam, via telephone or with an alumnus in selected cities outside the United States. More information is available at [mba.unc.edu/interviews-visits](http://mba.unc.edu/interviews-visits).



# TEAMWORK

# &

# NETWORK

UNC Kenan-Flagler seeks MBA candidates whose leadership and organizational abilities, communication skills, motivation and analytical skills indicate strong potential for success as a member of our close-knit community and in business.

## Class Profile – Class of 2017

Class size	276
GMAT (median)	710
GMAT (mid 80% range)	640-750
GPA from U.S. schools (median)	3.4
Years of work experience (median)	5
Age (median)	27
Male	70%
Female	30%
Foreign Nationals	32%
U.S. Citizens/Permanent Residents	68%
U.S. Minorities	15%
U.S. Underrepresented Minorities	9%

## Merit Fellowships

UNC Kenan-Flagler awards full tuition fellowships and partial tuition awards to applicants who are most competitive across all the admissions criteria. Approximately one-third of students receive fellowships. A select group of fellowship recipients is chosen for the Dean's Fellows Program. See the list of fellowships and learn about the Dean's Fellows Program at [mba.unc.edu/fellowships](http://mba.unc.edu/fellowships).



UNC Kenan-Flagler is a member school of the Consortium for Graduate Study in Management (CGSM), an alliance of business schools and American corporations focused on facilitating the entry of underrepresented minorities in graduate education and management positions. Applicants compete for full-tuition merit-based fellowships for MBA study via a common application. Visit [cgsm.org](http://cgsm.org) to learn more.



We are also a member of the Forté Foundation. The Forté Foundation is an organization of top business schools and corporations whose mission is to increase the number of women in business. Each year, Forté Fellows are selected based on exemplary leadership and achievement. Visit [fortefoundation.org](http://fortefoundation.org) to learn more.

## Tuition and Fees\*

- \$40,112 for North Carolina residents.
- \$57,510 for non-North Carolina residents.

\*Estimated for 2015-16 academic year. Tuition and fees are finalized in the summer before each fall semester. Note that tuition is expected to increase each academic year. Includes tuition and mandatory fees. Additional living expenses such as housing and books not included. See the Tuition and Financial Aid section of our website for the most current estimates.

## Financial Aid and Loans

All students are eligible to borrow loan funding for their studies. U.S. Citizens and Permanent Residents are typically eligible for Federal Loan funding and may choose to borrow private education loans as well, to cover the estimated financial aid budget. The estimated financial aid budget includes the above tuition estimate as well as an amount for living and academic-related expenses: books, food, health insurance, housing, miscellaneous and travel.

Non-U.S. citizen students who have a credit-worthy U.S. Citizen or Permanent Resident co-signer may borrow private education loan funding to cover the estimated financial aid budget. Those without a co-signer may borrow from the Discover Custom Graduate Loan for up to \$45,000 per academic year. Non-U.S. citizen students are also encouraged to research loan options in their home country.

## Next Steps

Start an application: [mba.unc.edu/apply](http://mba.unc.edu/apply)

Schedule an interview or visit: [mba.unc.edu/interview-visits](http://mba.unc.edu/interview-visits)



The UNC Kenan-Flagler MBA program was ranked No. 12 by *Bloomberg Businessweek* in 2014, including a No. 6 student satisfaction ranking. *The Economist* ranked our alumni network No. 8 based on the extent to which our students benefit from the size, global reach and helpfulness of our alumni network.

Source: *Bloomberg Businessweek* and *The Economist*

# LIVING IN CHAPEL HILL, N.C.

A dynamic blend of metropolitan culture in a beautiful, safe and friendly setting. A perennial list-maker for best places to live in the U.S. The constant stimulation of nearby Research Triangle Park. A school culture steeped in a tradition of academic excellence and athletic achievement. These are all aspects of student life at The University of North Carolina at Chapel Hill. And just a few of the reasons to spend two amazing years here while on the path to success.

View our video that showcases UNC-Chapel Hill and Kenan-Flagler Business School, as well as surrounding communities and the state: <http://youtu.be/ar2i1dm15ml>





## Shaping Leaders & Driving Results®

Connect with us:



facebook.com/  
kenanflagler



@UNC\_MBA  
@KenanFlagler



bit.ly/unc-kenanflagler



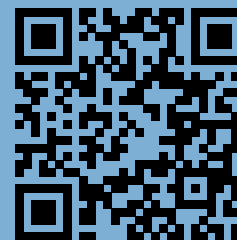
youtube.com/  
unckenanflagler



bit.ly/UNCMBAblog

Kenan-Flagler Business School  
The University of North Carolina at Chapel Hill  
Campus Box 3490, McColl Building  
300 Kenan Center Drive  
Chapel Hill, North Carolina 27599-3490

919.962.3236  
mba.unc.edu



Download our  
admissions app:  
**appstore.com/  
thembaapp** or  
scan the QR code  
above.

The University of North Carolina at Chapel Hill is committed to equality of educational opportunity. The University does not discriminate in offering access to its educational programs and activities on the basis of race, color, gender, age, national origin, religion, creed, disability, veteran's status, sexual orientation, gender identity or gender expression. The Dean of Students (CB# 5100, 450 Ridge Road, Suite 1106 (Student Academic Services Bldg.), Chapel Hill, NC 27599-5100 or 919-966-4042) has been designated to handle inquiries regarding the University's non-discrimination policies.