

# usc Marshall

# MBA

# EMBA

Globalization. Emerging markets. The New Economy. As the flow of ideas and information crosses boundaries with increasing speed, the rules are constantly changing. For today's business school graduates, confronting complex new challenges is no longer a question of if, but of when and how many.

With an emphasis on entrepreneurship



# Full-Time MBA

# GEMBA



"I recently completed a project where we were looking at virtual stock markets. There is a Hollywood exchange where you can place bets on how much you think a movie will

# IBEAR MBA



# MBA.PM

## Leading the way



# usc Marshall

## MBA Programs

### FULL-TIME MBA

Marshall's Full-Time MBA program is driven by student needs, a dynamic and expanding global economy, and increasing career-placement opportunities. The Core courses, coupled with a wide array of electives (some of which can be taken outside of Marshall), are designed to provide students with the educational challenges and the discipline-based depth required for sustainable success in the business world of today and the future. In these courses, students will broaden and sharpen their awareness of the economic and social issues influencing markets. In addition to classroom learning, students will strengthen their leadership, teamwork and interpersonal skills through firsthand experience with organizations that serve the community. Marshall students also travel across the globe through PRIME (the Pacific Rim International Management Education program) to gain invaluable new perspectives through interactions with executive management of companies in other countries.

### MBA PROFESSIONALS AND MANAGERS (MBA.PM)

Designed to address the challenges faced by working professionals, MBA.PM is a part-time evening program lasting 33 months. Much like Marshall's Full-Time MBA program, the MBA.PM program integrates a robust Core curriculum with a broad range of specialized coursework that allows students to pursue their interests and respond to the changing needs of domestic and global business. Students may choose to launch their first year of study in Los Angeles or Orange County.

### EXECUTIVE MBA (EMBA)

A fully integrated and internationally focused 21-month program designed for senior managers and seasoned professionals who intend to remain employed as they pursue their degree, the EMBA is offered at two convenient locations in Los Angeles and San Diego.

### GLOBAL EXECUTIVE MBA (GEMBA)

Based in Shanghai, China, at Shanghai Jiao Tong University, GEMBA is a dynamic program tailored to the needs of full-time senior managers across Asia and the world, who earn the prestigious Marshall MBA in 21 months.

### INTERNATIONAL MBA (IBEAR MBA)

Marshall's International Business Education and Research MBA is a one-year, full-time program designed for high-potential, mid-career professionals who seek to become innovative business leaders.

### MASTER OF SCIENCE IN BUSINESS ADMINISTRATION (MSBA)

This flexible, personalized program is designed to provide those who have obtained their MBA with an opportunity to pursue further study in an area of specialization. The program can be completed on a part- or full-time basis and is tailored to each student's specific needs. Successful applicants are proven leaders who have a clear vision of their educational needs and how earning the MSBA will contribute to the further development of their career.



**89%** of our MBA students secure full-time employment within three months of graduation.

## Other Programs

### Master of Accounting (MAcc)

This full-time one-year program offers students an opportunity to deepen their accounting expertise at one of the nation's top-ranked accounting schools.

### Master of Business Taxation (MBT)

This full-time one-year program provides a solid grounding in the taxation system and qualifies students to sit for the Uniform CPA Exam.

### Doctoral Program (Ph.D.)

The doctoral program trains students as experts in diverse fields, in preparation for faculty positions at the world's top business schools.

### Master of Medical Management (MMM)

This one-year part-time program trains physicians in the critical management skills required to lead health care organizations and realize professional goals.

## Globalization. Emerging markets.

**The New Economy.** As the flow of ideas and information crosses boundaries with increasing speed, the rules are constantly changing. For today's business school graduates, confronting complex new challenges is no longer a question of if, but of when and how many.

With an emphasis on entrepreneurship and innovation, social responsibility and path-breaking research, USC Marshall reflects this rapidly shifting business climate. Our guiding philosophy — that success is based on an understanding of the inner workings of the global marketplace — puts Marshall in the top tier of the nation's premier business schools.

Our location gives us direct access to Pacific Rim industries that are defining the new business frontier. Los Angeles County is a world capital of entertainment, manufacturing and international trade, with a GDP larger than Switzerland, Sweden or Saudi Arabia. The region's population of more than 15 million makes it the second-largest metropolitan area in the country and 13th worldwide. Marshall students thrive in this vibrant and diverse urban center.

Marshall attracts students from around the world, and our alumni community spans more than 90 countries. This vast network gives Marshall graduates exceptionally strong support for success in the global marketplace. Whatever their background or country of origin, Marshall students join a global community of thought leaders who are redefining the way business works.



# Beyond Borders



**Bianca Cornelio**  
USC Marshall  
MBA 2010



Bianca Cornelio loved finance and working with numbers, so financial-management consulting with IBM upon receiving her bachelor's degree from the College of William & Mary seemed ideal. However, Bianca had a dream to fulfill: getting an MBA.

"I liked consulting, but it wasn't exactly what I wanted to do, so I was looking for

an opportunity to expand my skill set," Bianca said. "Also, I was thinking I would stay in finance, but I wanted to broaden my perspective; that's what I expected from an MBA."

Only one school offered all the opportunities she was looking for. One trip to Los Angeles and meetings with Marshall students and faculty cemented Bianca's decision. "I loved everyone that I met at Marshall," Bianca said. "I had never lived in Los Angeles, but I loved my visit. Also, the connection to the Pacific Rim and the PRIME program are unique — PRIME was the only mandatory study-abroad

MBA program I found when I was looking at schools."

Despite a budding career in finance, Bianca took interest in Marshall's marketing program. Determined to land a top marketing internship, Bianca experienced the power of the Trojan Network, ultimately connecting with three Trojan alumni at Nestlé to prep for an interview with the food giant.

Now Bianca is a marketing associate at Nestlé, where she has found her MBA education to be absolutely vital. For instance, Professor Sivaramakrishnan Siddarth's

Marshall's MBA programs draw students from **Brazil, China, Germany, Italy, India, Japan, Mexico, Poland, South Korea, Venezuela** and other countries.

Market Demand and Sales Forecasting class was particularly helpful because of what she learned about "the analytics behind marketing."

In addition, Bianca said the time management skills she acquired as a student have served her well. "Everything that you do at Marshall can come back to what you do in a job," she said. "I was really active at Marshall with extracurricular activities and that helped me understand time management. That's what I do at Nestlé as well. I have my day job on the Butterfinger team, but I'm also a part of the USC recruiting team, holiday planning committee and internship task force."

**A degree from Marshall takes our graduates where they want to go.** Marshall offers an array of choices for managers and business professionals. Our programs and curriculum are tailored to meet the needs of professionals with different levels of experience and varied professional goals, enabling students to gain the knowledge vital to their success.

Marshall's world-renowned faculty serve as mentors and advisers throughout the academic journey and beyond. Marshall faculty open a world of work and travel opportunities to our students, preparing them to lead in today's global marketplace. Faculty also connect students with valuable resources that leverage Marshall's legendary alumni network.

As members of the Marshall community, graduates join two powerful networks with unsurpassed reach: the USC Trojan Family, with more than 233,000 alumni worldwide, and the Marshall Trojan Family, with 75,000-plus alumni. USC alumni hold positions of leadership around the globe.

# THE Trojan Network



In 2011, USC Marshall was ranked 9th nationwide for our MBA.PM program, 8th in accounting, 8th in entrepreneurship and 8th in international business studies by *U.S. News & World Report*. In 2010, *The Wall Street Journal* ranked Marshall's Executive MBA program 4th in the nation and 2nd for leadership and management skills. Overall, we're ranked 21 as reported by *U.S. News & World Report*.

*BusinessWeek*  
consistently ranks  
Marshall's MBA Career  
Center in its **Top 20** of  
all MBA programs for  
services provided.

The diverse interests of Marshall alumni take them to far-flung places to make a lasting mark on a broad range of industries, including:

- Consulting
- Corporate finance and financial services
- Health care
- High technology
- International trade and global logistics
- Manufacturing and operations
- Marketing and consumer products
- Media and entertainment
- Nonprofit and education
- Real estate



**Our alumni are everywhere:** Fortune 500 companies. Entertainment studios. High-tech start-ups. Family-run ventures.

Whatever their career path, alumni stay deeply involved with Marshall. They mentor students, speak at campus events, attend networking sessions, offer job leads and hire fellow alumni. Members of our alumni network know from personal experience that Marshall graduates are among the very best, and they go out of their way to provide uncommon access and opportunities.

What does this mean for current Marshall MBA students? An affiliation with Marshall opens a world of possibilities, supported by a powerful group of advocates — the Marshall Trojan Family. This unparalleled alumni network is a lifelong resource, ready to help a recent graduate land that first job or assist a seasoned professional during a mid-career change. Relationships with the Trojan Network give Marshall graduates an inside track in a competitive job market and challenging economy, and these enduring connections often continue to influence the trajectory of their careers.

# A Global Focus

## Pacific Rim International Management Education (PRIME)

To effectively navigate the global marketplace, students need hands-on international experience. Our PRIME program provides an insider's view of the economic, political and cultural issues that influence, shape and drive international commerce. Students acquire key insights into diverse countries, including Argentina, Brazil, China, Japan and Vietnam, through in-class lectures, a group consulting project and an intense — and exhilarating — week-long field trip abroad.

## Global Consulting Challenge

Each year, Marshall hosts the Global Consulting Challenge, a case competition that allows students from the world's leading business schools to test their problem-solving abilities by grappling with key strategic issues facing a prominent international business. Judges from top global industries, including AT&T, Hitachi and McKinsey & Company, share their insights and push students to find solutions to complex problems.

## PM GLOBE

This course combines analytical training with observation and experience and includes firsthand exposure to foreign business environments through an international field trip. A requirement for all MBA.PM students, PM GLOBE is split into two components (class instruction at Marshall and international training, travel and project work) to develop students' awareness, understanding and appreciation of the complexities of doing business in an increasingly international marketplace.

## ExPORT

Each year, approximately 120 EMBA students spend eight days in Shanghai or Beijing to observe local businesses and meet with executives from national, joint-venture and transnational corporations. The experience exposes students to the broad spectrum of issues behind conducting business effectively in a global market.

## Asia Pacific Economic Cooperation (APEC) Business Advisory Council (ABAC) Research Project

APEC is a confederation of 21 Pacific Rim economies that encourages cooperation and promotes free trade among its members. ABAC studies issues of economic importance and provides a business perspective on them. Since 2003, Marshall has been the only business school in the world with MBA students conducting research for ABAC. Each year, the Marshall ABAC team of approximately 12 students presents its findings at the annual ABAC CEO Meeting, which consists of more than 60 CEOs assigned by their respective country leaders.

## International Business Consulting Project (IBCP)

This five-month real-time consulting project is a required component of the IBEAR MBA program. IBCP targets global companies in Asia and the Pacific Rim, Europe or North America that are interested in studies focusing on market entry, acquisitions, operations, global finance and other areas. Research includes a two-week field trip with meetings and surveys of local experts and consumers, and culminates with deliverables to faculty and client companies.

## Adam Moriwaki

### USC Marshall IBEAR 2011



After graduating from the University of Wisconsin-Madison with a bachelor's degree in

political science, Adam Moriwaki worked in real estate and then at a boutique investment bank that specializes in real estate. "I learned a lot," he said, "but I thought to progress my career further I had to go back to school."

Adam was drawn to the IBEAR program because of the opportunities it offered to study with classmates from around the world and with varied, and sometimes extensive, professional backgrounds. "The experience

and perspective that these students bring from a lot of different countries — from China, India, Taiwan, Japan — that's very unique to IBEAR," he said. "I think it's a unique program in the United States in that it offers you experiences learning from different cultures. I learned a lot from my classmates that I never expected to."

Adam got involved in numerous organizations at Marshall, including the Graduate Real Estate Association and the Finance Club. He was even class president for a term. "It was a good experience, and it was an honor that my classmates picked me," he said.

The strong relationships Adam formed with his fellow students have made a lasting impact, and he considers them another unique aspect of the IBEAR program. "We

spend pretty much all day, every day together, at least for the first few terms," Adam explained. "With all the interaction you have with each other, you really become a pretty tight-knit group by the time you finish. Now I have a friend to visit in pretty much every country in Asia."

The IBEAR program's focus on international business was particularly important to Adam, given his career goals. "Ideally I'd like to one day own my own real estate investment firm where I can invest abroad as well as domestically," he said. For now, he is considering another year of school, studying finance and business economics in Marshall's Master of Science in Business Administration program.

USC has **more international students** than any other university in the United States.



**A curriculum for globalization in turbulent times.** The Marshall curriculum provides students the flexibility to adapt to a constantly changing global economy. Pairing an expert faculty that combines research and real-world experience with our innovative curriculum emphasizing experiential learning, team building and personalization, Marshall allows students to pursue diverse areas of interest and varied career paths.

From the outset of their academic program, our students gain critical international experience as they explore the opportunities presented by cross-cultural collaboration. Marshall was the first school to require international travel and study projects as an integral part of every MBA degree. In addition, Marshall students utilize technology to work with international students without ever leaving Los Angeles, enabling them to absorb key lessons from established and emerging economies.

Marshall students travel across the globe to gain invaluable new perspectives. Our students interact with and learn from executives in, for example, Argentina, Brazil, China, Japan and Vietnam. Unique experiences like these give our students a broad perspective on the economic and social issues that influence markets today.

**Amy Sylvis**  
USC Marshall  
MBA 2009



After earning her undergraduate degree at USC Marshall, Amy Sylvis spent four years in sales for sanofi-aventis pharmaceuticals, where she was the company's top U.S. salesperson in 2006. While clearly successful in her career, she decided to pursue an MBA — and knew exactly where to go.

"I had such a great undergraduate experience," she said. "In particular, I had this professor named James Ellis. I liked him so much I took four classes from him. All of a sudden, a few weeks before I needed to make a decision on an MBA program, he became dean of the Marshall School, and my decision was made. Whether it is in your career or in your schooling, you need to believe in your leader — those who set the agenda, the culture, the course for the institution."

Among her favorite classes was Leadership and Executive Development, taught by Professor Morgan McCall, who brought in numerous industry speakers. "To be able to listen to a handful of very successful people discuss their leadership style and how they motivated others is something I know will stay with me the rest of my career," Amy noted.

The single best experience at Marshall, she said, was traveling to Japan through the Pacific Rim International Management Education (PRIME) program. "Presenting our recommendations and interacting with executives from Japanese companies gave such tremendous insight on the pleasures and challenges of doing business internationally and on how much culture can influence one's perspective on running businesses," she said. "That was the once-in-a-lifetime opportunity that PRIME afforded us."

Since graduation, Amy has been working in sales and marketing at Amgen, where she is launching a new product for osteoporosis. "This innovative medication is expected to be a multi-billion-dollar product for the company. Taking the product from the lab to patients has required my analytical and leadership skills — skills that I acquired at Marshall," she said.

"Two years out I can attest to the fact that I received the best possible education for my MBA," Amy added. "The students I had contact with, the curriculum, the professors — everything was incredible. I'm so grateful for that experience."

# Programs

**Our Full-Time MBA program** helps tomorrow's leaders develop the skills and intellectual agility that are critical to success. Marshall Full-Time MBA students will develop new business models, craft innovative strategies and implement the best practices that will shape tomorrow's global business strategies.

Students' first opportunity to implement these tools is often through an internship. With the competition for internships at an all-time high, the internship interview and selection process starts earlier than ever, with recruiters on campus in early September. To prepare students for the internship they desire, the Marshall Full-Time MBA program starts earlier as well, with orientation in the second half of July and classes starting the first full week in August.

Emphasizing innovation and teamwork, the Full-Time MBA program offers discipline-based educational depth while providing the flexibility to concentrate in a chosen field or to explore other academic pursuits through increased electives, some of which can be taken at USC schools outside of Marshall. We begin with a rigorous, in-depth examination of business fundamentals — our Core program — and the keen understanding that learning opportunities are not exclusive to the classroom. With an average of five years of work experience, Marshall Full-Time MBA students recognize the importance of immersing themselves in a project, developing solutions to complex problems, and identifying and planning strategies to address future issues.

## MBA Career Services

Marshall MBAs find internships at some of the leading companies in international business, including American Express, IBM, Procter & Gamble and The Walt Disney Company. Part of the reason they are successful in doing so is MBA Career Services.

Marshall MBA Career Services supports students at every stage of their career development. Our unflagging commitment to helping students find the right internship or full-time position is just part of what makes MBA Career Services such a powerful tool. Services offered are comprehensive and focused: one-on-one career advising, career-planning workshops, job-search strategies, networking events, résumé writing, interviewing assistance and more.

Our professional staff members have more than 150 years of combined experience in business and academe, covering virtually every industry and job function, to connect students with the world's most influential companies. Marshall MBA Career Services also includes senior staff who assist international students with their unique circumstances. And the support we offer doesn't stop once students graduate; Marshall alumni have lifetime access to our extensive career resource library.



**The MBA for Professionals and Managers (MBA.PM)** is a practical, manageable way for working professionals to earn Marshall's prestigious MBA on a part-time evening schedule over 33 months. MBA.PM students receive the thorough training offered in our Full-Time MBA program, but at a pace designed to be sensitive to the schedules of working professionals. Reaping the benefits of Marshall's commitment to global business, participants embark on a week-long overseas trip, GLOBE, that is a highlight of the MBA.PM experience.

**The Executive MBA (EMBA)** caters to senior managers and seasoned professionals with a customized curriculum focused on the issues they encounter every day. Most EMBA students arrive at Marshall with nearly 15 years of work experience; experts in their own right, they come to us to deepen their knowledge of diverse business functions. Over the course of 21 months, EMBA students meet biweekly as they continue to pursue their full-time careers.

**The International Business Education and Research MBA (IBEAR MBA)** is an accelerated full-time program designed for high-potential mid-career professionals from the United States, Asia, Latin America and Europe. This select group of experienced professionals meets on USC's Los Angeles campus for 12 months of intense study, including a five-month International Business Consulting Project that involves working with global clients to solve real-world business problems.

**The Global Executive MBA (GEMBA)** is Asia's premier graduate business program. In collaboration with Shanghai Jiao Tong University, GEMBA offers the same curriculum used in Marshall's top-ranked Executive MBA program in the United States. Participants complete their degree in 21 months, learning from senior USC faculty and studying alongside international industry leaders. GEMBA students participate in the only MBA in Asia that includes two one-week sessions in Los Angeles and a business study trip to an additional Asian country.



# Faculty

The USC Marshall Executive MBA program was ranked **4th overall** by *The Wall Street Journal* in its “Best Executive MBA Programs for 2010.”



“The Full-Time MBA program provides a personalized approach to graduate education that enhances analytical, communication and leadership skills. Whether students want to change careers or deepen skills in a current industry, the MBA program opens up doors of opportunity in the global marketplace where they can capitalize on the strength of the Trojan Network. Our world-renowned faculty members, MBA program staff and MBA Career Services offer personalized attention and career guidance unparalleled at other business schools. We are strongly focused on student success, lifetime learning and giving back to the global community through volunteer work and providing organizations with leaders that will conduct business ethically and with entrepreneurial thinking.” – **Diane Badame**, Assistant Dean and Academic Director, Full-time MBA

“‘The mind is not a vessel to be filled but a fire to be kindled.’ This quote by Greek philosopher Plutarch is my teaching philosophy. I like to plant the seeds of being successful, being a visionary and learning to learn for life in my students’ minds and nurture the seeds inside and outside the classroom. From day one, I teach my MBA.PM students two fundamental things: how to think and act like a C-level executive — to be focused, meticulous and goal-oriented; and how to think and act like a venture capitalist — to be innovative, generalize a given problem and relate it to current events, and leverage and monetize opportunities. This matches Marshall’s goal of making students into leaders with entrepreneurial zeal.” – **Arif Ansari**, Academic Director, MBA.PM



“One of the most pressing problems facing our modern global economy is the fact that there are roughly 2 billion people in China and India (and another half billion in Southeast Asia) who currently live at a subsistence level but who want to be a part of a modern consumer economy. The governments of these countries are determined to bring prosperity to these people. And if they do so, it will be one of the greatest accomplishments in world history. But if they do so on a carbon-based energy platform, the results could well be disastrous. In the EMBA program, we take all of our students to China so they can see this for themselves.”

– **Tim Campbell**, Academic Director, EMBA

“At USC and the Marshall School of Business, we strive for research with societal impact. Part of this effort aims to inform policymakers. Japan and the United States are facing enormous challenges in the form of aging populations and unprecedentedly high peacetime debt to GDP ratios. How will reforms in social insurance programs impact our living standards in the future? Using the standard growth model, which is the workhorse of macroeconomic research, my colleagues and I in the Finance and Business Economics department and those at Bank of Japan are exploring the effects of various fiscal policy responses on the macroeconomy and how the resulting macroeconomic indicators influence company decisions in the global marketplace.”

– **Selahattin Imrohoroglu**, Academic Director, IBEAR MBA





“The business world is no easy place to navigate. That is why it is crucial to have outstanding faculty members — that understand the global marketplace and stay on top of its constant changes — guiding your graduate education. At USC Marshall, students work closely with internationally known scholars and practitioners leading the way in academe, public policy and the corporate world. You will be amazed at how accessible and passionate about teaching they are, and how thoroughly they will engage you in ideas that will shape the future of business — with you as the next generation of thought leaders.”

**James G. Ellis**  
Dean of the USC Marshall  
School of Business

**The USC Marshall Faculty Difference.** Imagine having coffee with a world-class scholar who literally wrote the book on business leadership. Or taking classes with a renowned entrepreneur at the forefront of corporate innovation. Or being mentored by a successful CEO working at the top of her field. Imagine no more. Marshall students develop close relationships with remarkable faculty from leading institutions and industries around the world. Our faculty are influential thinkers, leading policy-makers and high-achieving practitioners, as well as accomplished researchers, respected writers and distinguished speakers. Equally important, they are dedicated and award-winning teacher-scholars who are accessible and eager to share their insights, experiences and connections.

Through our Thought Leadership Initiative, Marshall has recruited more than 38 top scholars to join our faculty in recent years. Our faculty members are thought leaders — noted experts in accounting, finance and business economics, information and operations management, management and organization, marketing, statistics, strategy and more. Despite their broad-ranging interests, our faculty share a common bond — they are drawn to Marshall by a unique community that presents incredible opportunities for professional growth, groundbreaking discovery and continued learning.

Our Thought Leadership Initiative also provides first-class facilities through enhanced research resources and ensures our faculty receive the support they need in their research and development.

Consider Gareth James, professor of information and operations management and an expert in functional data analysis and statistical learning methods. His work has been recognized with the Dean’s Award for Research Excellence, and has appeared in journals ranging from the *Journal of the American Statistical Association* and *JRSSB* to *Biometrika*, *Bioinformatics*, *Machine Learning* and *Medical Care*.

Another distinguished faculty member is Nandini Rajagopalan, who holds the Captain Henry Simonsen Chair in Strategic Entrepreneurship and is professor of management and organization. She is an authority on strategic management. A former associate editor of the *Academy of Management Journal*, she currently serves on its editorial board, as well as on the boards of the *Strategic Management Journal*, the *Journal of World Business* and *Business Horizons*.

James’ and Rajagopalan’s work sets a high standard for achievement in research and typifies the thought leadership Marshall faculty bring to every endeavor.

# Difference Makers

Meeting the demands of a global age means not simply responding to, but *anticipating* unfolding events in business. It's about leadership, and at Marshall, it defines everything we do.

Our specialized Centers of Excellence are no exception. As pioneers across business disciplines, Marshall faculty have built one-of-a-kind institutions that offer research support, host influential conferences and provide exposure to industry heavyweights. These centers are incubators for new concepts and fresh approaches that distinguish Marshall as a prime source of ideas that make a difference.

- **Center for Effective Organizations**  
Breaking new ground in research into organizational effectiveness
- **Center for Global Innovation**  
Exploring innovation as it relates to the welfare of consumers, the success of firms and the wealth of nations
- **Center for International Business Education and Research**  
Broadening USC's contributions to the international competitiveness of U.S. firms
- **Center for Investment Studies**  
Promoting cutting-edge research into investments and the workings of financial markets
- **Center for Management Communication**  
Preparing business leaders to manage the communication demands of a global marketplace
- **Center for Technology Commercialization**  
Supporting researchers, from invention to commercial products
- **The Global Branding Center**  
Developing path-breaking global branding research
- **Initiative and Referendum Institute**  
Building bridges between USC and policymakers, journalists and the public through the practice of direct democracy
- **Institute for Communication Technology Management**  
Entering its 25th year, the institute helps the networked digital industry and its customers prosper
- **Lloyd Greif Center for Entrepreneurial Studies**  
Entering its 40th year, the nation's first on-campus learning center devoted to entrepreneurial studies leads the nation in entrepreneurship education and research
- **Lusk Center for Real Estate**  
Advancing real estate knowledge and addressing issues affecting the industry
- **Society and Business Lab**  
Bringing business resources to bear on global community needs
- **Sports Business Institute**  
Providing in-depth global analysis of the industry to its constituents and developing future industry leaders through its research and strategic partnerships

## Kay Kwok USC Marshall MBA.PM 2011



With an undergraduate degree in electrical engineering from UC San Diego, Kay Kwok found work with the City of Los Angeles' Department of Water and Power in the Fiber Optics group. Her position focused on engineering with a little bit of sales and marketing, and she decided she wanted to open up other opportunities by pursuing an MBA.

"I wanted to enter the marketing field, which is a complete transition, a 180, from what I was doing before," Kay said. That was not an easy thing to do, especially in the current economy, but Kay has already

accepted an offer from GE. "If it wasn't for Marshall, I doubt I would have been able to make that jump."

Kay chose Marshall because of its strength in her field of interest, the Trojan Network and the Trojan pride that she said is as strong as family blood ties. Plus, the MBA.PM program allowed her to continue to work full-time.

While juggling career, school and a personal life, Kay was grateful to have had an incredible support network of family and friends, which was augmented by helpful staff and accessible and motivating faculty members. "Marshall is about helping you grow as a person and helping you grow career-wise as well," she said.

Professor Diane Badame's Consumer Behavior class had a major impact on her. "Professor Badame was amazing at bringing things to life, communicating the

material and motivating the class," Kay recalled. "She helped rid me of all the fears I had that I picked the wrong major or that I wouldn't be prepared for a career in a different industry."

Reflecting on the most outstanding aspects of the program, Kay kept coming back to her classmates, whom she described as high-caliber, both intellectually and personally. She finds it almost unbelievable how strong the connections are between the 75 students in her class.

"It sounds ridiculous because that's a huge amount of people to be friends with, but I think we would all stand up for each other — or vouch for each other — which is an even bigger deal in this type of economy," she said.



Ranked **8th in the nation** by *U.S. News & World Report*, our Leventhal School of Accounting attracts top talent — and top employers.

### Getting Involved at USC Marshall

At USC Marshall, students find a wealth of opportunities to explore emerging interests, test new ideas and expand their entrepreneurship outside the academic realm. An array of clubs and associations welcomes students, helping them make lifelong friends and connections and challenging them to develop key leadership skills that will serve them in their future careers. Our constantly growing list of student organizations includes:

#### Community Outreach and Social Responsibility

- Challenge for Charity
- Marshall Net Impact
- MarshallWear (proceeds benefit Challenge for Charity)
- Marshall Youth Outreach

#### Diversity and Affinity Groups

- Black Graduate Business Leaders
- Gay and Lesbian Association
- Graduate Asian Business Society
- Graduate Women in Business
- Jewish Association of Marshall Students
- Latino Management and Business Association
- Marshall Military Veterans Association
- South Asian Business Association

#### Functional Career Interest

- American Finance Association
- Entrepreneur and Venture Management Association
- Global Executive Organization
- Graduate Marketing Association
- Leadership and Organization Club

- Marshall Management Consulting Club
- Marshall Strategy Group
- Operations Management Club

#### Industry Career Interest

- BioBusiness Association
- Business of Entertainment Association
- Graduate Real Estate Association
- High-Tech Association
- Marshall Hospitality and Gaming Club
- Marshall Retail Association
- Marshall Sports Business Organization

#### Social and Athletic Organizations

- Art Society of Marshall
- Marshall Eatz
- Marshall Golf Association
- Marshall Outdoor Club
- Marshall Partners (for spouses and significant others)
- Marshall Soccer Club
- Marshall Wine & Beer Club
- Trojan Toastmasters

### Jim Legeman USC Marshall MBA 2011



After a 10-year career in the U.S. Navy, flying the F-18 Hornet, Jim Legeman thought business school would be a great way to transition from the military and an MBA would give him the foundation skills he needed to succeed.

Originally from Long Beach, Calif., Jim earned his undergraduate degree in political science with a focus on international relations at UC San Diego. He was drawn to USC Marshall because of the Trojan Network and the strong alumni pride. “USC has such a great reputation in the Southern California community,” Jim said.

During his first year, Jim landed an internship with the help of MBA Career Services that immediately led to a job offer. “It’s at Deloitte Consulting in their Human Capital Practice, focusing on the people side of the business and how leadership and people help the bottom line of an organization,” he said.

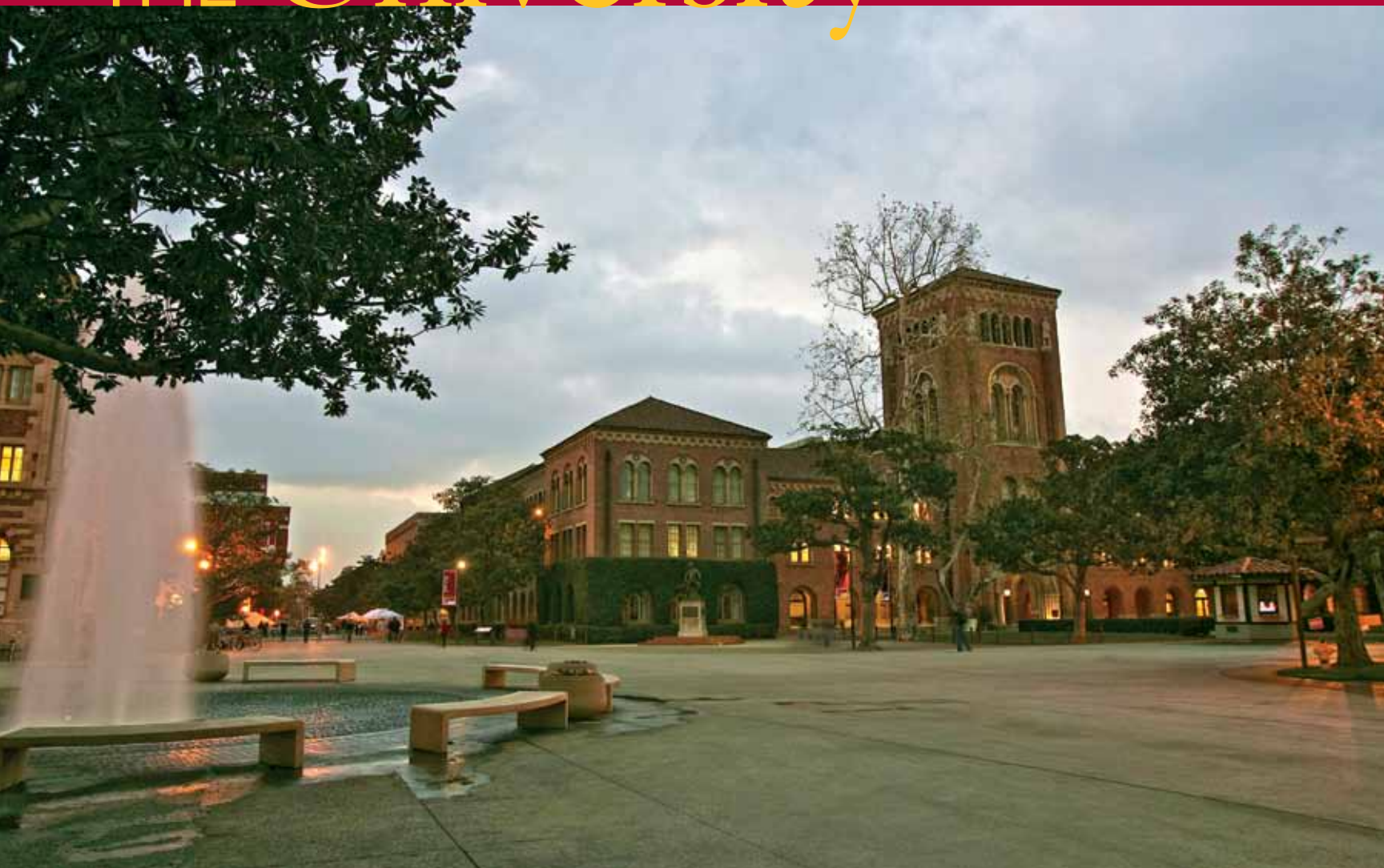
Not only is Deloitte a great organization to work for, Jim said, but also some of his colleagues will be fellow Trojans. “A lot of great alumni helped us through the recruiting process. They came to campus, helped us prepare for interviews, told us about their culture and got to know us,” he said. “It’s a strong example of that Trojan Network giving back to the school.”

Jim discovered that it’s not just alumni that are supportive, but the entire Marshall community.

“Marshall is very team-oriented,” he said. “Other schools or organizations may be collaborative too, but I think Marshall takes it to a whole other degree.”

Marshall’s focus on community service was particularly important to Jim. He became co-chair of the MBA Challenge for Charity, a consortium of nine West Coast business schools that compete annually to raise the most money and volunteer the most hours for Special Olympics and other youth and family charities. “This year we won the Golden Briefcase, the overall title,” Jim said. “We were also first in volunteerism and first in fundraising. We raised \$136,000 for Special Olympics, A Better LA and Junior Achievement of Los Angeles.”

# THE University



## Distinguished USC Faculty

USC's faculty includes: Nobel Prize laureate George A. Olah (chemistry), National Humanities Medal recipient Kevin Starr (history), National Medal of Arts winner Morten Lauridsen (composition), National Medal of Science recipient Andrew Viterbi (engineering), Turing Prize winner Leonard Adleman (molecular science) and University Professor Michael Waterman (co-developer of the Smith-Waterman algorithm, the cornerstone of computational genomics), as well as 53 National Academy members.

Faculty members have received prestigious academic and professional awards from the National Institutes of Health, National Science Foundation, Department of Homeland Security, Alfred P. Sloan Foundation, National Endowment for the Humanities, John Simon Guggenheim Foundation and Academy of Motion Picture Arts and Sciences.

**Founded in 1880**, USC is the oldest private research university in the western United States and is consistently ranked in the top tier of national research institutions. USC enrolls 19,500 graduate and professional students from throughout the nation and the world. Given USC's emphasis on globalization, it's not surprising that the university has the largest number of international students of any university in the United States. More than 340 internationally regarded graduate and professional programs, extensive opportunities for internships and study abroad, and a vast library system have attracted graduate students with diverse interests and backgrounds. Graduate students comprise more than half of USC's overall student body. They have myriad opportunities for interdisciplinary study at the USC College of Letters, Arts and Sciences and USC's 17 professional schools.

### Wolfgang Nickl USC Marshall EMBA 2005



Wolfgang Nickl was already in a senior position at Western Digital Corporation, a global company with \$10 billion in revenue and 60,000 employees, when he decided to pursue an MBA. "As I got more involved in strategic development in the company, it was clear I needed to refresh my toolbox, in particular on the operations, finance and strategy side of the business," he recalled.

When researching business schools, Wolfgang found Marshall to be the strongest in his areas of interest. "The school rankings and the reputation of the faculty were

certainly another factor," he said, adding how valuable it is that the professors are active in the professional world on top of having outstanding academic credentials.

Once immersed in the EMBA program, Wolfgang, a native of Germany, appreciated the diversity of the student body. He said there was a good cross section of nationalities, industries and functional perspectives — which was an educational advantage. "In the Executive MBA, it's not one-way teaching," he explained. "The professors have created an environment where you can learn just as much from fellow students as you can from the professors."

Wolfgang also recalled how the professors regularly brought in professionals to share their expertise. "That makes the learning experience even richer," he said. He found it particularly helpful later in the curriculum to hear

presentations from several executives and entrepreneurs, because he said every MBA faces the question: "Do I want to be an entrepreneur and do my own thing, or do I want to climb up the corporate ladder?"

As an alumnus, Wolfgang is now one of those informative guest speakers. "Professor Tim Campbell recently asked me to give a class a perspective on how valuation and mergers and acquisitions work in the real world," he said. "That was a great experience."

Just how beneficial has his MBA been? "When I graduated, I was still in charge of business operations, but shortly thereafter I added finance operations to it, and today I'm the CFO, so it has clearly accelerated my career," Wolfgang said. "It has also made me much more confident in the boardroom and with external stakeholders."

**Jeff Javanbakht**  
USC Marshall  
MBA.PM 2011



Having worked in real estate securitization and development, Jeff

Javanbakht had hands-on experience with finance, but he wanted to shore up the hard finance skills that his bachelor's degree in social science hadn't provided.

He chose Marshall because of the location, the prestige and the PM program. "The real estate world is very relationship driven," Jeff said, so he also wanted to get involved with the USC Lusk Center for Real Estate and leverage the Trojan Network.

Once he started the program, Jeff was impressed by the faculty's accessibility. "The professors are incredibly open to having a relationship that goes beyond the classroom," he said.

Many students keep up those relationships and return to campus as guest speakers. Inspired by the alumni Professor Thomas Olson brought to his consulting class, Jeff said he plans to reciprocate. In fact, he's already started helping his fellow students by sharing information about job and networking opportunities at his current firm. "At Marshall we have a tendency to take care of the family," he said. "You're going to take, but you're also going to give, and that reciprocity is really fundamental to being a student at Marshall and USC."

Jeff said that the PM program keeps getting better because "there's a commitment to continuous improvement at Marshall." The administration reaches out to students through events such as town hall meetings. "Dean Ellis has one of the busiest calendars in the university, but still takes time to listen and interact directly with students," Jeff said. "I think that speaks volumes."

As president of the Association of Graduate Business Students, Jeff worked actively to enhance offerings for PM students. "For the first time, students are getting MBA internships," he said. "We've also raised more money for Junior Achievement and Marshall Good Neighbors than any other year by taking existing programs and building on them."

Jeff has secured a position with PricewaterhouseCoopers. "I'll be consulting in their Risk Advisory Practice for banking and capital markets," he said, crediting the "power of the resume book and actively working with MBA Career Services" with opening that door to his future.



**Los Angeles:** Marshall puts students at the heart of Los Angeles and Southern California, giving them access to the people and places that make the L.A. region a global force. As one of the world's most dynamic, diverse and successful business centers, Los Angeles is equal parts international trendsetter and cultural crossroads. Home to more than 15 Fortune 500 companies, Los Angeles County is a thriving multicultural environment and a gateway to the global economy. Students at Marshall are immersed in a vibrant international city that is a major player in emerging economies across the Pacific Rim.

The University of Southern California, one of the world's leading private research universities, offers a global outlook as well as close ties with the local community, providing opportunities to gain real-world experience while making a lasting impact. Students also benefit from an array of experiences beyond the campus. Just three miles from USC, downtown Los Angeles is home to the Museum of Contemporary Art, Walt Disney Concert Hall and a cluster of other Music Center venues featuring major theater, opera and dance productions. A short drive from USC are storied night clubs featuring everything from jazz to hip-hop to salsa, small theaters, trendy shops and restaurants serving food from around the world. Sports fans enjoy the proximity of Staples Center, home of the Los Angeles Lakers basketball team, and Dodger Stadium. Other prime attractions in Los Angeles and neighboring cities include the Los Angeles County Museum of Art, The Getty Center, The Getty Villa, Universal Studios Hollywood, Disneyland, the Norton Simon Museum of Art, and the Huntington Library, Art Collections and Botanical Gardens.

Los Angeles truly has it all — and Marshall stands at its center.

# usc Marshall

MBA PROGRAM

Marshall School of Business  
University of Southern California  
Popovich Hall, Room 308  
630 Childs Way  
Los Angeles, CA 90089-2633

Telephone: (213) 740-7846  
Fax: (213) 749-8520  
E-mail: [marshallmba@marshall.usc.edu](mailto:marshallmba@marshall.usc.edu)

[marshall.usc.edu](http://marshall.usc.edu)

