Are you ready to expand your world exponentially?

Here you will begin, at the very center of business. At Columbia Business School, you will come face-to-face with influential thinkers and doers, who, like yourself, seek nothing less than constant renewal and transformation. You will explore ideas at one of the world’s preeminent universities, with a highly esteemed faculty that bridges theory and practice, rigor and relevance. You will become part of a strong, tight-knit community of 43,000-plus alumni. You will gain access to leaders in virtually all major industries, reaching into every corner of the world.

In ways you never would have imagined, you will develop valuable new skills enabling you to have direct impact on the organization where you work, in your field, and in the business world.

Welcome to the world of exponential possibilities.
One extraordinary MBA.
Four flexible options.

The business landscape has changed. And tomorrow it will change again. Keeping pace is not an option at Columbia Business School—leading, launching, and redefining are a must. That is why we offer more ways for you to get the one and only Columbia Business School MBA, with a variety of options that fit your schedule and put you and your organization at the center of business. Here you will spend the same number of hours in the classroom as our full-time students, simply adjusted to fit a schedule that allows you to continue the momentum in your career. You will work with a world-renowned faculty and have the opportunity to tap into the largest elective offering of any business school. The programs we offer are rigorous, but the return on learning will be immediate. Apply what you learned in class today to your business challenges when you’re back in the office on Monday.

**EMBA-NY: SATURDAY**
Every Saturday for 6 terms. Starting in May.

**EMBA-NY: FRIDAY/SATURDAY**
Every other Friday and Saturday for 5 terms. Starting in August.

**EMBA-AMERICAS**
One week, once a month, for 5 terms. Starting in January.

**FULL TIME**
Monday–Friday, for 4 terms. Starting in August or January.
### EMBA-Global Programs

We have partnered with the University of Hong Kong and London Business School to create the EMBA-Global programs. EMBA-Global offers both EMBA-Global Americas and Europe, as well as EMBA-Global Asia, uniquely positioning students to interact with a global community. For more information, visit emba-global.com.

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<tr>
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<th>EMBA-NY: SATURDAY</th>
<th>EMBA-NY: FRIDAY/ SATURDAY</th>
<th>EMBA-AMERICAS</th>
<th>FULL TIME</th>
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<tr>
<td><strong>CLASS DAYS</strong></td>
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<td>Every other Friday/ Saturday</td>
<td>5- to 6-day blocks, once a month</td>
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<td><strong>PROGRAM LENGTH</strong></td>
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<td>5</td>
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<td><strong>RESIDENCE PERIODS</strong></td>
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<td><strong>START DATE</strong></td>
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<td>August</td>
<td>January</td>
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<td><strong>HOURS IN CLASS</strong></td>
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<td><strong>DEGREE RECEIVED</strong></td>
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**PARTNERSHIP PROGRAMS**

We have partnered with the University of Hong Kong and London Business School to create the EMBA-Global programs. EMBA-Global offers both EMBA-Global Americas and Europe, as well as EMBA-Global Asia, uniquely positioning students to interact with a global community. For more information, visit emba-global.com.
Extraordinary possibilities—every day.

Columbia Business School’s Executive MBA will provide you with high-level, sustainable experience that will last throughout your career. Core courses will provide expert skill sets. Electives will explore your interests and expand your reach. Seminars and conferences will introduce you to key influencers and new visions. The chart below will give you a feel for how your time will be divided. This is the pivot point in your career.

**INTERNATIONAL SEMINAR** This required international seminar joins students from across all EMBA programs and provides the opportunity to experience and interact with global business firsthand. The international seminar can be taken at any point during your electives.

**COURSES HELD OUTSIDE OF NYC** During the first year of the EMBA-Americas program, students will study for weeklong blocks in business hubs located both in the US and abroad.

**RESIDENCY PERIOD** Intensive course sessions of 3–5 days, held in residence at the HNA Palisades Premiere Conference Center in Palisades, NY.

**OPEN ELECTIVES** In terms 4 and 5 students will move into an open elective format, where they select from electives on any of the EMBA schedules. They can opt for global block weeks, international seminars, Friday/Saturday, Saturday, or weeknight EMBA-NY electives.
CORE ACADEMICS

A staple of the Columbia experience, the core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every business leader’s success. These courses provide a skill set that will allow you to anticipate change and recognize opportunities with speed and accuracy.

PART I

LEADERSHIP & ORGANIZATIONAL CHANGE Designed to get students to the next level in their careers, LOC offers practical tools for influencing, negotiating, and leading change in organizations. Many of the principles are demonstrated using classroom experiments, and the final project requires students to apply course concepts to an ongoing challenge in their current work environment.

FINANCIAL ACCOUNTING Designed to develop an understanding of accounting principles and how users interpret financial accounting reports to make business decisions. The emphasis of this course is on profitability concepts and performance evaluation. Coverage is not restricted to the existing US model but includes a broad discussion of measurement issues and alternative countries’ practices.

MANAGERIAL STATISTICS Covers basic concepts in probability and statistics of relevance to managerial decision making. Topics include basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression from quality-control applications, finance, marketing, and management.

STRATEGY FORMULATION This course offers an explanation for why some firms perform better than others, as well as the analytical tools to formulate successful strategies. Analyze a firm’s competitive environment and design a strategy that specifies appropriate long-term goals for a corporation, the businesses in which it will compete, how it will serve customers better than its competitors, and the capabilities required. Learning is primarily through discussions of cases and articles, with supporting short lectures and written assignments.

MANAGERIAL ECONOMICS The decisions made by individual managers and consumers generate the fundamentals of market supply and demand, governing the prices and quantities sold in all economic transactions. As a manager seeking to maximize firm value, understanding your market is crucial to achieving your goals. Practice creating general frameworks, which are combined with practical industry applications.
PART II

CORPORATE FINANCE  Develop insight on how firms create value for their shareholders by formulating strategies in which finance is a crucial competitive weapon. Topics include discounted cash-flow models, risk and return, capital-asset pricing model, capital market efficiency, capital structure, the cost of capital, dividend policy, and leasing.

MARKETING STRATEGY  Marketing activity is the engine that creates value in a business. In this class, we focus on interfacing with customers and gaining insight on the market, competitors, and the general environment. Further focus is on the long-run consumer relationship as well as on short-run sales. This course emphasizes the role of marketing in creating value for customers, which in turn creates value for owners, shareholders, and employees.

OPERATIONS MANAGEMENT  This course provides a fundamental understanding of the role of manufacturing and service operations. We survey a wide range of operations topics, including process flow analysis, supply-chain management, capacity planning, facilities location, and total quality management through a managerial, applications-oriented perspective.

BUSINESS ANALYTICS  Designed to create intelligent users and consumers of computer-generated models that represent real business situations, this course introduces the basic elements of modeling: how to formulate a model and how to use it to interpret information. “Learning by doing” is emphasized as students formulate, solve, and interpret different optimization and simulation models using Excel spreadsheets. An important theme is understanding the appropriate use of models in business and the potential pitfalls of inappropriate use.

GLOBAL ECONOMIC ENVIRONMENT  This course looks at the fundamentals of national competitiveness, productivity, and growth. We study the forces that determine production, consumption, savings, and investment. The class focuses on the problem of variable foreign-exchange rates and their impact on policy, performance, and finance. The course also explores the complex relationships between government policy and the private sector in a global setting.
ELECTIVES

You will have access to the largest elective offering of any EMBA program to deepen your existing knowledge or follow new paths or passions. Columbia Business School continually looks to create new and relevant courses that address the rapidly changing business world.

Below is just a sampling of the extensive courses available:

- Advanced Seminar in Real Estate
- Asset Management
- Business Law
- Catching Growth Waves in Emerging Markets
- Corporate Finance, Restructurings & LBOs
- Customer Centric Innovation
- Digital Marketing: Strategy & Tactics
- Economics of Healthcare and Pharmaceuticals
- Economics of Strategic Behavior
- Entrepreneurial Finance
- Executive Leadership
- Family Business Management
- Global Entrepreneurship
- Impact Investing
- The Leader’s Voice: Communication Skills for Leading Organizations
- Leadership Through Fiction
- Lean Launch Pad
- Managerial Negotiations
- Managing Brands, Identity & Experience
- Managing the Growing Company
- Marketing the Arts, Culture & Entertainment
- Mergers & Acquisitions
- The Nonprofit Sector & the City
- The Private Sector & International Development
- Real Estate Transactions
- Retailing Leadership
- Seminar in Value Investing
- Social Entrepreneurship for the 21st Century
- Sports Analytics
- Starting and Running an Entrepreneurial Company

For the full list of electives, go to cbs-electives.com.
When we put our minds together, there’s nothing we can’t impact.

Our world-renowned faculty fosters a visionary mindset and prepares students to identify opportunities early, connect the dots when facing challenges, and translate big ideas into action. The faculty comprises leading thinkers and practitioners who have a direct impact on business across all industries and around the globe.

The Columbia EMBA Program is a transformational experience that comes from the curriculum, but even more so from the environment, the faculty, and the network. Our faculty does not teach “answers,” they provide the skills to assess a situation, design alternatives, and lead the change for something better—innovative thinkers that attract a network of more innovative thinkers. Take the exact same curriculum, put it in a different school with different people, and it’s not going to have the same effect. The culture is what makes Columbia so transformational.

Christopher Mose ’07
Managing Director and Global Head of Strategy and Product Management
BNY Mellon Capital Markets
Relationships that change your life and change our world.

This is far more than networking. Columbia Business School has the largest Executive MBA program in the country and one of the most supportive communities. The caliber of the professionals Columbia Business School attracts is an undeniable asset you will have throughout your career. At the start of your MBA program, you are assigned to a cluster of fellow students. Within your cluster, you will be assigned to a learning team of five or six people representing a variety of fields. The teams are carefully selected for their professional and personal diversity. Together you and your team will tackle assignments, bringing unique perspectives, approaches, and solutions. Working with a diverse team and leading projects, you will expand your functional knowledge and hone your leadership skills.
LEARNING TEAM

- 39% Financial Services
- 9% Technology
- 8% Marketing/Media
- 8% Nonprofit/Government
- 7% Healthcare
- 5% Consulting
- 4% Education
- 4% Private Equity Venture Capital
- 3% Energy
- 3% Retail
- 2% Real Estate
- 1% Entertainment
- 7% Other

All data represent average numbers across all EMBA programs.
Incredibly demanding.
Highly supportive.

Columbia Business School is consistently ranked one of the best business schools in the world. It is also one of the most challenging. With that in mind, we have designed an extensive support network to set you up for success. The end result will offer you an exponential return on your efforts.

Support during your MBA

- 45 hours of tutoring on quantitative subjects
- Convenient book delivery to your home or office
- Full tech support
- Breakfast, lunch, and snacks on class days, and the coffee is always flowing
- Access to our extensive Career Management Center with a dedicated team for working professionals that offers advice on navigating your career
- Live weekly workshops, one-on-one coaching, résumé critiques, mentoring for entrepreneurs, mock interviews, and vast online resources

Support after graduation

- Access to extensive on-campus lectures
- Lifelong auditing privileges, allowing you to refresh your skills by sitting in on a class at any time
- Access to over 200 alumni clubs, in more than 133 countries
Meet today’s influencers and shape tomorrow.

Columbia Business School is at the very center of business. Fashion, finance, advertising, healthcare—virtually every industry has made NYC its home. And New York’s Silicon Alley has emerged as a heavy-hitting startup ecosystem with entrepreneurial talent, venture capital, and a wealth of early adopters. Columbia’s reputation and business relationships take the access of NYC to a new, heightened, and personal level. Our commitment to the evolution of business guarantees we will always be the go-to for leaders and innovators across industries. This symbiotic relationship ensures you will have direct access to influential leaders all over the world—meetings will not be left to chance.
ACCESS TO INFLUENTIAL LEADERS

Here's just a small sampling of the distinguished professionals who have recently spoken at Columbia Business School.

<table>
<thead>
<tr>
<th>ACCLAIMED SPEAKERS</th>
<th>Joel Klein</th>
<th>Deepak Chopra</th>
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<tbody>
<tr>
<td>Ann Moore</td>
<td>Jon Mack</td>
<td>THE CHOPRA FOUNDATION</td>
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<td>Bill Gates</td>
<td>Justin Lin</td>
<td>Ed Busby</td>
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<td>Bob Wright</td>
<td>King Abdullah II</td>
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<td>Bruce R. Berkowitz</td>
<td>Lord John Browne</td>
<td>Georgia Levenson Keohane</td>
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<tr>
<td>Catherine Kinney</td>
<td>Mark Gallogly ’86</td>
<td>NEW AMERICA</td>
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<td>Cherrie Nanninga</td>
<td>Martha Stewart</td>
<td>John Walker ’08</td>
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<td>Cory Booker</td>
<td>Michael Bloomberg</td>
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<td>David Stern</td>
<td>O. Mason Hawkins</td>
<td>Ken Hitchner</td>
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<td>Diane von Furstenberg</td>
<td>Ratan Tata</td>
<td>GOLDMAN SACHS</td>
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<td>Eric Holder</td>
<td>Richard LeFrak</td>
<td>Dr. Ken Shubin Stein</td>
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<td>Greg Creed</td>
<td>Sergio Marchionne</td>
<td>MOUNT SINAI</td>
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<td>Haiming Wang</td>
<td>Seth A. Klarman</td>
<td>Kenneth Favaro</td>
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<td>Henry Kissinger</td>
<td>Terry Lundgren</td>
<td>STRATEGY&amp;</td>
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<td>Henry Paulson</td>
<td>Vikram Pandit ’86</td>
<td>Marc Giannoni</td>
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<td>Howard Marks</td>
<td>Warren Buffett ’51</td>
<td>FEDERAL RESERVE BANK OF NY</td>
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<td>Ian Davis</td>
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<td>Raj Seshadri</td>
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<td>Jack Ma</td>
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<td>BLACKROCK</td>
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<td>James Gorman ’87</td>
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<td>Rick Larson</td>
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<td>Jane M. Siebels</td>
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<td>THE CONSERVATION FUND</td>
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<td>Jason Zweig</td>
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<td>Robert Dewing</td>
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<td>Jeffrey Kindler</td>
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<td>JP MORGAN</td>
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<td>Ron Gonen ’04</td>
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<td>Timothy Wu</td>
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<td>Yoel Kranz</td>
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<td>GOODWIN PROCTER LLP</td>
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<td>FACULTY PRACTITIONERS</td>
<td>Amy Houston</td>
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<td>Ava Seave</td>
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<td>QUANTUM MEDIA</td>
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<td></td>
<td>Ciara Burnham ’93</td>
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<td>EVERCORE</td>
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</table>
I had an idea. I went to the executive director of the Entrepreneurship Program at Columbia Business School, and said, “I have this dream for changing the way children are fed in our country, and it starts with organic baby food.” The response was, “Okay, let’s see how we can help you do that.”

And that sums it up: if you seek, you will find. In terms of the resources, the caliber of the people, and the willingness to be supportive of these new adventures and big ideas—you just can't beat it. I was really able to maximize connections. I was able to meet so many people that have been relevant to my business. I met the CEO of Whole Foods and was able to pitch my idea. The community at Columbia Business School is very unique. I didn’t just graduate in 2004—it’s an ongoing education and experience.

Shazi Visram ’04
Founder and CEO, Happy Family Brands
It all adds up to impact.

You will have a world-class education from Columbia Business School. You will have access to diverse industries. You will have the support of 43,000 alumni. And with all this, you can do great things.

You will add immediate and lasting value to your organization and to the business world. You will return with a game plan in hand and the skill set to build a team to implement it. You will get people to look at the world differently. After all, you are a Columbia Business School graduate—leadership is in your DNA.
Always invest in the long term.

Bruce Greenwald “Guru to Wall Street’s Gurus,” The New York Times
Robert Heilbrunn Professor of Finance and Asset Management

Columbia Business School is an investment in foresight and adaptability. We offer a return on learning that can be implemented on Monday and change with the times. Whether you are a sponsor or a student, this is an investment in leading business—and you are the leader.

I came to the program to acquire fundamental business acumen but gained much more than I expected. I took an elective about entrepreneurship that I thought would be interesting and it turned out to be imperative—starting a business is, in fact, very similar to launching new pharmaceuticals. I was able to immediately apply what I learned in terms of anticipating customers’ changing needs and forging strategic partnerships. This gave me the edge I was looking for.

Victoria Godel ’15
Diabetes Sales Consultant, BD Medical Pharmaceutical Systems

I know firsthand the strategic problem-solving skills you gain from EMBA. I also know that when I sponsor students, I benefit right along with them. They bring fresh approaches right away, and they enrich my entire organization.

William Goodloe ’00
President and CEO, Sponsors for Educational Opportunity
JOIN OUR SPONSORSHIP COMMUNITY

Below is a small sampling of the extensive list of companies that sponsor Executive MBA students.

Gartner • Sapient Corporation • Arrow Investments • IBM • UnitedHealth Group • Exenet Technologies
PricewaterhouseCoopers • Universal Music Group • The Metropolitan Museum of Art • Amtrak • Goldman Sachs
Morgan Stanley Wealth Management • Roche • Janus Concepts • Aetna • Bloomberg • Barnes & Noble
Fidelity Investments • Ralph Lauren Media • Honeywell • CA Technologies • MetLife • The New York Times
Innovative Information Techniques • Morgan Stanley • United Nations • EMC Corporation • MAC Cosmetics
Edelman • UBS • Loews Corporation • University of Miami Leonard Miller School of Medicine • S&P Capital IQ
Starwood Hotels & Resorts • BNP Paribas USA • American Express • Mount Sinai St. Luke's • Tiffany & Co.
PepsiCo • Gucci • Federal Reserve Bank of New York • CBRE • Williams-Sonoma • Insight Strategy Group
KPMG • White & Case • AXA • Bose • Oracle Hyperion • Bigfoot Ventures • AIG • Bristol-Myers Squibb
Artemis International Solutions • Capital One • Capgemini North America • Northrop Grumman • Citigroup
Annie’s Homegrown • Avaya Communications • Siemens • AT&T • Financial Times • Booz Allen Hamilton
Cablevision • JPMorgan Chase & Co. • Novantas • Cisco • 3M • Ralph Lauren Corporation • Freddie Mac
HP Financial Services • Cubist Pharmaceuticals • KKR & Co. LP • Pearson Education • Philip Morris USA
Société Générale • Deutsche Bank • The Museum of Modern Art • CBS Corporation • Xerox • Accenture
Omnicom Group • Dai-ichi Life • Lockheed Martin • Boston Scientific • CIBC World Markets • Qiagen
E-Trade Financial • Unitus • Aon Financial Services Group • Scholastic • GlaxoSmithKline Pharmaceuticals
Bank of America • ADP • MasterCard • Digitas • Sprint • PSEG Power LLC • Unilever Food Solutions
National Basketball Association • Bahwan CyberTek • NBCUniversal • Benzel-Busch • MTV • Mindtree
The Children’s Hospital of Philadelphia • Verizon Wireless • Trusted Media Brands • Lazard Asset Management
HSBC Bank USA • Johnson & Johnson • Time Warner • Mount Sinai Beth Israel • Marriott International
Yankees Entertainment & Sports Network • StrategyX Consulting • Boehringer Ingelheim Pharmaceuticals
Memorial Sloan Kettering Cancer Center • Microsoft • US Army • Google • Xenon • Samsung • Cigna
China Merchants Bank • eScholar • General Electric • Sumitomo Mitsui Banking Corporation • Nickelodeon
Martha Stewart Living Omnimedia • Ernst & Young • Empire BlueCross BlueShield • Verizon Communications
Rosenthal & Rosenthal • Danske Bank • Pfizer • McKinsey & Company • Marsh & McLennan Companies
TIAA-CREF Financial Services • ICAP • Deloitte • Fannie Mae • Frito-Lay • Merrill Lynch • Ogilvy & Mather
Allen & Company • Sony Music Entertainment • Willis Group Holdings • Franklin Templeton Investments
Start now.

We understand that choosing an Executive MBA program can be a challenging process. Our admissions team is here to support and guide you every step of the way. We will work with you to choose an option that best suits your personal and professional goals. At Columbia Business School we strongly believe the return on learning is greater when education fits both the individual and his or her organization’s needs.

We encourage you to join us for an information session, either in person or online. You can also reach us via e-mail or phone.

Now is the best time to get your Columbia MBA. The possibilities are truly exponential.

E-mail: apply@gsb.columbia.edu
Phone: 212.854.1961
Website: gsb.columbia.edu

Columbia Business School invites applications from accomplished executives with strong academic credentials. Full-time employment is required of all EMBA students. Friday/Saturday and Americas students must provide written consent from their employers approving time away from the office. Saturday students are not required to obtain sponsorship.

We evaluate each candidate holistically with the goal of creating a diverse, exceptional class. All aspects of the application are given equal weight. We encourage you to apply today.

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Columbia_Biz