

# 2004 Employment Report



COLUMBIA  
BUSINESS  
SCHOOL



Office of MBA Career Services

**E**ven before my appointment as dean this past July, my 16 years as a professor at Columbia Business School convinced me that our students consistently demonstrate initiative, intellectual curiosity and the ability to make connections between their real-world experience and the ideas we discuss in the classroom.



### **LEADERSHIP**

A highly competitive admissions process—only 15 percent of applicants make the cut—ensures that every student has a distinguished academic and professional track record. Employers report that Columbia MBAs hit the ground running and have the “street smarts” and leadership skills needed to become effective midlevel and senior managers. Employers also tell us that our graduates have a reputation for teamwork and for being energetic, down-to-earth colleagues with a collaborative, can-do attitude.

### **DIVERSE EXPERIENCE**

Consistently ranked among the world’s top business schools, Columbia attracts an accomplished and diverse student body with an average of five years of pre-MBA work experience. Students come to the School from every corner of the globe and every possible background to prepare for careers as business leaders, managers and entrepreneurs. They go on to succeed in a wide range of organizations—from start-ups to Fortune 500 companies to government agencies and nonprofits.

“My Columbia MBA provided me with the context and perspective to understand the economic forces that drive structural change, both in my own industry and in others. As a result, I feel I am better positioned to capitalize on change when it does occur.”

—Erika Karp MBA '91  
Managing Director,  
Head of U.S. Equity Product Management  
UBS Securities LLC

# Why Hire Columbia MBAs?

“I work in an entrepreneurial culture where I am called upon to engage in high-level strategic thinking as well as the day-to-day implementation of ideas. I utilize many of the skills I developed at Columbia Business School, across multiple disciplines on a daily basis.”

—Erika Irish Brown MBA '98  
Vice President of Business Development  
Black Entertainment Television (BET)

## APPLIED CREATIVITY

The Columbia Business School curriculum develops problem solvers who can integrate a variety of academic disciplines with global, real-world experiences. In addition to providing students with practical knowledge and analytical tools, our MBA curriculum advances the kind of creativity that is essential in today's rapidly changing business environment. Students learn to identify, value and capture opportunity—skills that are crucial to the success of any organization.

## A MIND-SET, NOT A SKILL SET

While our graduates leave the School with a strong foundation in accounting, finance, economics, management, marketing and operations, a Columbia Business School education is about more than the technical mastery of material. Our MBA Program encourages innovative thinking and fosters a team-oriented work ethic, an international perspective and an entrepreneurial mind-set.

Whatever the size of your organization, I invite you to get to know our students and consider how their talents can benefit your organization.



Glenn Hubbard, Dean and Russell L. Carson  
Professor of Finance and Economics

## STUDENTS AT A GLANCE

<b>Number of Students Who Entered September 2004</b>	<b>502</b>	<b>Average Age at Entry</b>	<b>28</b>
<b>% Women</b>	<b>36</b>	<b>Average Years of Work Experience</b>	<b>5</b>
<b>% Non-U.S. Citizens</b>	<b>30</b>	<b>GMAT Range (middle 80%)</b>	<b>660–760</b>
<b>% Minorities</b>	<b>27</b>	<b>GMAT Range (all accepted students)</b>	<b>570–780</b>
		<b>Undergraduate GPA (middle 80%)</b>	<b>2.9–3.8</b>

As of September 2004  
Source: Office of MBA Admissions, Columbia Business School

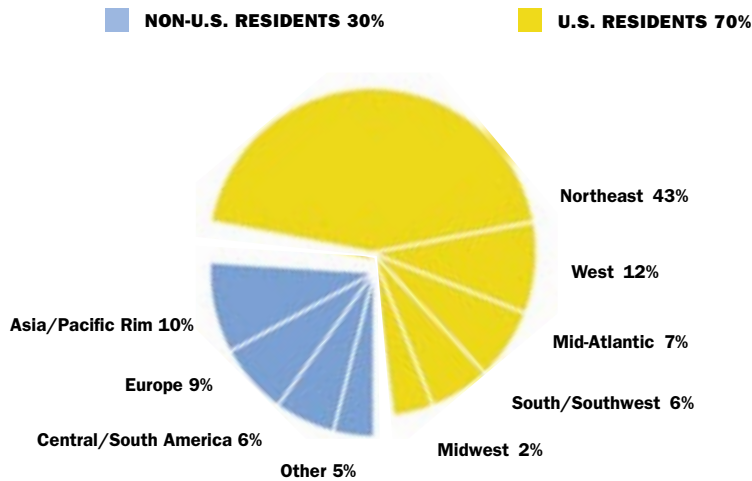
**2004** was an improved recruiting season over 2003, though most sectors remained somewhat cautious in hiring. Job postings increased 56 percent over an already strong base, underscoring that many firms were opting for “as needed” hiring over early recruiting. Our location in the business capital of the world provides students an outstanding opportunity for career exploration, with New York as a living laboratory. The School regularly taps into business leaders who engage students in discussion on global business issues. Graduates once again succeeded in securing positions across industries and functions that are highly international in scope and location. The Columbia Business School community around the world contributed to employment success.

“I am frequently involved in recruiting on behalf of Goldman Sachs. I have the opportunity to interact with students from several leading MBA programs and consistently find that Columbia Business School provides some of our best new talent year after year.”

—Nicole Pullen Ross MBA '99  
*Private Wealth Manager  
 Goldman, Sachs & Co.*

### STUDENTS BY GEOGRAPHIC REGION

(Class entering September 2004)



## INVESTING IN QUALITY

The *Forbes* 2003 MBA survey—a ranking based upon return on investment—placed Columbia Business School No. 2 overall, with a No. 3 ranking for highest average salary, as measured by the income of the class of '98 in 2002.



*New York City's Times Square*



*New York City  
Marathon runners on  
the Verrazano-Narrows Bridge*

## THE BEST SEEK THE BEST—A QUALITY BUSINESS ENVIRONMENT

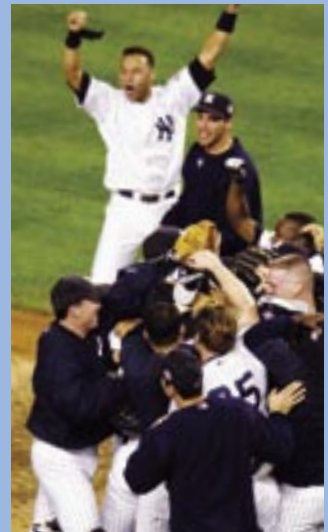
Hundreds of employers actively recruited Columbia Business School students in 2004, conducting thousands of on-campus interviews and numerous corporate presentations. Columbia received thousands of job postings for off-campus full-time and intern positions.



*New York Stock Exchange*

## EARNING A'S FOR TEAMWORK

In a 2004 *Business Week* survey, recruiters gave Columbia Business School graduates A's for teamwork, communications and analytical skills.



*The New York Yankees*

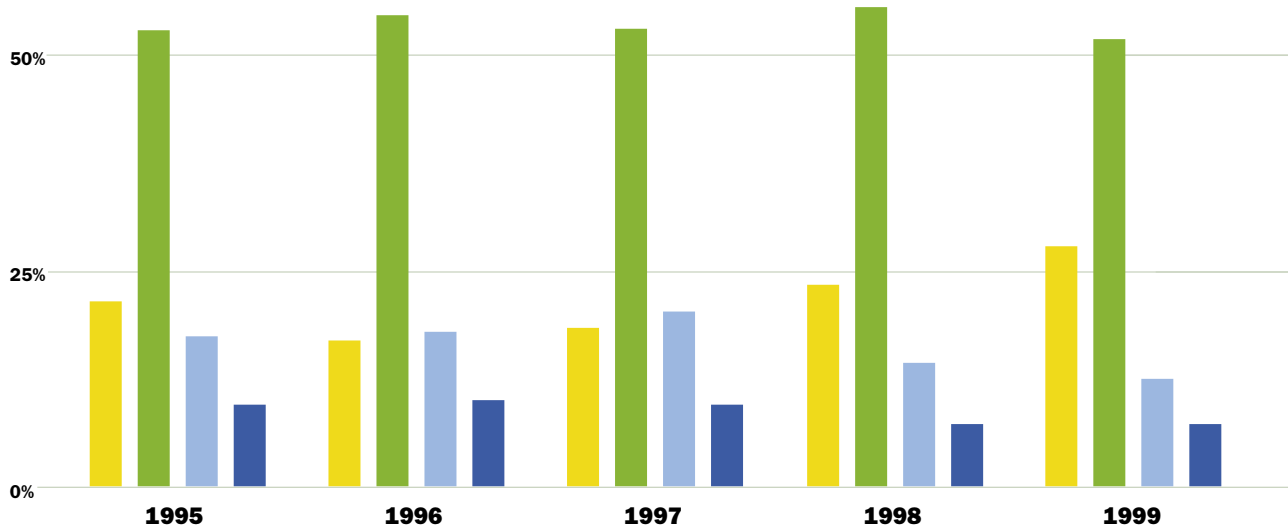
# Employment by Industry



Columbia Business School students are top prospects for recruiters because our MBAs are known for the depth and breadth of their education. The combination appeals especially to growth industries and sectors in transition, where employees are likely to wear many hats.

The recruiter base at the School expanded throughout the past decade, giving Columbia Business School students options across industry sectors. Consulting

and financial-services firms, especially investment banks and investment-management and private-equity firms, continued to attract many students. Those interested in marketing chose work in diverse fields, including entertainment, retail, consumer products and health care. Major industrials appealed to those seeking general management responsibilities. Many students expressed an interest in working at social enterprises.



The media, entertainment and communications industries are popular choices for Columbia MBAs. Almost 1,000 Columbia Business School alumni are based in Southern California.

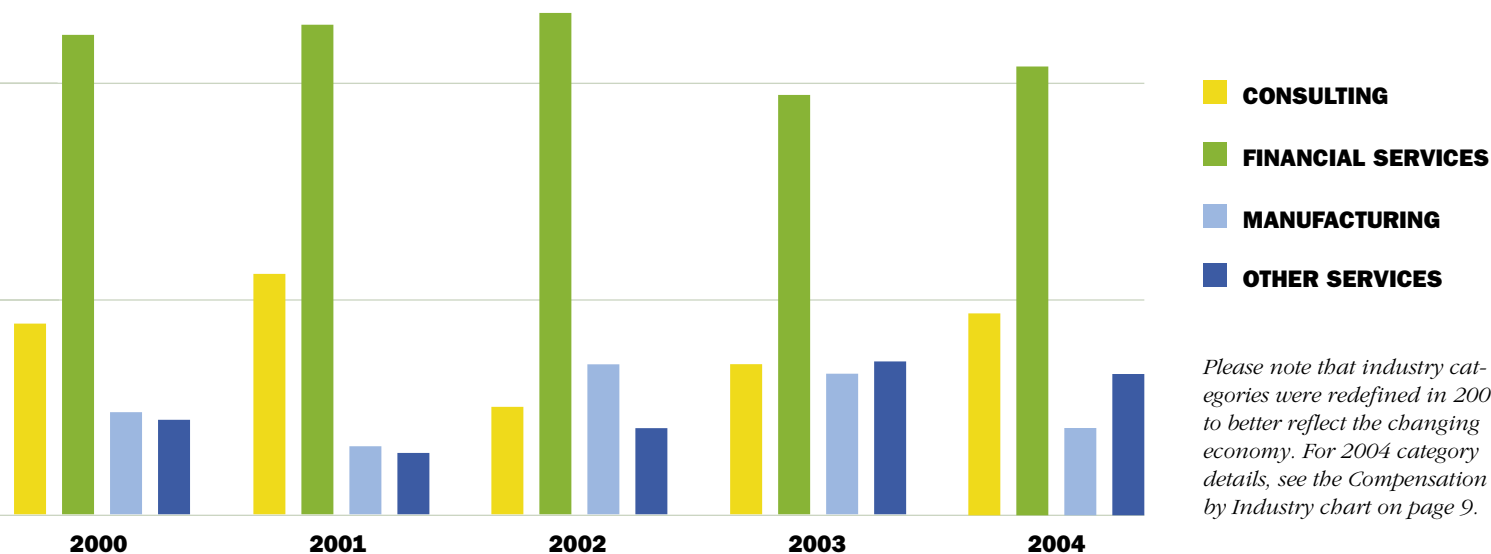
### 1995–2004 GRADUATES: HISTORICAL EMPLOYMENT SURVEY BY INDUSTRY

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
<b>Consulting</b>	<b>21%</b>	<b>17%</b>	<b>18%</b>	<b>23%</b>	<b>28%</b>	<b>22%</b>	<b>28%</b>	<b>14%</b>	<b>17%</b>	<b>23%</b>
Management Services	9.5	8.3	7.3	8.9	13.0	21.5	28.0	12.6	17.1	21.4
Strategic Consulting	11.8	8.7	10.9	14.5	15.4	n/a	n/a	1.2	–	1.2
<b>Financial Services</b>	<b>53%</b>	<b>55%</b>	<b>53%</b>	<b>55%</b>	<b>52%</b>	<b>55%</b>	<b>57%</b>	<b>58%</b>	<b>49%</b>	<b>52%</b>
Commercial Banking	8.8	6.8	8.7	8.2	2.3	3.4	1.3	3.7	3.6	1.7
Diversified Financial Services	4.1	4.4	2.6	2.6	2.3	4.7	3.4	3.3	4.6	5.5
Insurance	+	+	+	+	1.0	n/a	+	+	1.7	+
Investment Banking/Brokerage	33.0	33.5	35.8	36.8	39.0	37.7	43.7	39.6	27.4	33.9
Investment Management	6.8	8.7	4.7	4.9	5.1	5.2	6.8	8.4	8.2	5.8
Venture Capital	+	+	1.0	2.4	1.8	4.0	1.8	2.6	3.3	5.3
<b>Manufacturing</b>	<b>17%</b>	<b>18%</b>	<b>20%</b>	<b>14%</b>	<b>13%</b>	<b>12%</b>	<b>8%</b>	<b>18%</b>	<b>16%</b>	<b>10%</b>
Automotive/Transportation	1.8	1.5	+	1.3	1.8	+	+	1.9	1.0	+
Chemicals/Petroleum	1.6	1.3	1.4	+	1.0	+	+	1.6	1.2	1.0
Consumer Products	4.7	3.4	5.3	3.8	2.6	3.5	1.1	4.2	5.0	2.6
Electronics/High Tech	1.6	4.4	6.1	3.5	2.0	+	1.1	+	1.7	2.4
Information Technology/ Communications/Software	–	–	–	–	–	1.8	1.6	3.0	1.2	+
Pharmaceuticals/Biotech/ Health-Care Products	+	2.3	2.6	2.9	2.0	3.6	1.8	4.2	5.2	1.7
Printing/Publishing	4.4	4.0	3.6	2.0	2.5	+	+	1.6	–	+
Other Manufacturing	2.2	+	+	+	1.5	2	–	+	1.0	+
<b>Other Services</b>	<b>9%</b>	<b>10%</b>	<b>9%</b>	<b>8%</b>	<b>7%</b>	<b>11%</b>	<b>7%</b>	<b>10%</b>	<b>18%</b>	<b>15%</b>
Accounting	2.0	4.7	2.4	1.8	+	n/a	+	–	1.2	+
Advertising	+	+	+	–	+	n/a	+	+	+	+
Entertainment*/Leisure/ Sports Management	n/a	n/a	n/a	n/a	n/a	+	+	1.2	1.2	2.2
Health Care Services	+	+	+	+	+	n/a	n/a	+	1.4	1.0
Law	1.3	+	+	+	–	+	1.1	+	2.2	+
New Media/Internet*	n/a	n/a	n/a	n/a	n/a	4.7	+	+	1.2	+
Not-for-Profit/Government	+	1.3	2.0	1.0	+	1.1	1.4	2.8	1.4	2.2
Real Estate	1.6	1.1	1.4	2.2	1.6	+	1.4	1.9	3.9	3.6
Telecommunications	+	1.3	2.0	+	1.2	1.1	+	+	1.8	1.0
Other Nonmanufacturing	2.1	+	1.0	1.3	1.2	1.1	+	–	3.0	4.4

Some classifications combined for the purpose of historical comparison.

\* Prior to 2000, included in Printing/Publishing.

+ Indicates less than 1 percent of accepted offers.



# Employment by Geography

**B**ecause Columbia Business School is widely acknowledged as one of the finest international business schools in the world, it is a magnet for global business recruiters. Thirty percent of the entering class is from outside the United States—students represent 63 countries and speak more than 50 languages. Most of the graduating class accepts positions that include a significant international component, and many of its members accept full-time positions outside their home country.

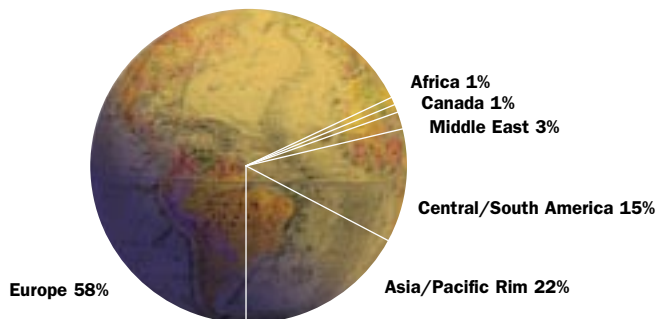
The Chazen International MBA Career Placement Conference, the first forum devoted to international placement, brings together career services directors from around the world to focus on globalizing and enhancing business schools’ capabilities for international placement. About 90 guests from several dozen schools attended in 2004.

In addition to New York and the international capitals, Columbia MBAs also choose jobs in all the major business centers throughout the United States.

**The majority of Columbia Business School students speak at least two languages. The most common languages, other than English, spoken by 2004 graduates are**

Language	No. of Students
Spanish	169
French	125
Mandarin	56
German	33
Hebrew	31
Hindi	28
Italian	26
Portuguese	25
Cantonese	22
Russian	21
Japanese	13
Korean	13
Turkish	11
Gujarati	10
Arabic	9
Taiwanese	9
Punjabi	6
Urdu	6
Afrikaans	5
Bulgarian	5
Dutch	5
Filipino/Tagalog	4
Serbo-Croatian	4
Swedish	4

**2003-04 EMPLOYMENT OUTSIDE THE UNITED STATES BY REGION**







**Asia is an important region for Columbia Business School. China is home to more than 260 Columbia Business School alumni, including more than 200 in Hong Kong.**

Columbia was among the first business schools to weave international issues throughout the curriculum. This was largely a result of a \$10 million gift in 1991 from Jerome A. Chazen, MBA '50, then head of Liz Claiborne, Inc.

#### **2003-04 SELECT INTERNATIONAL HIRING ORGANIZATIONS**

Accenture  
 Arcor S.A.  
 A. T. Kearney  
 Bain & Company  
 Barclays Capital  
 Booz Allen Hamilton  
 The Boston Consulting Group  
 Château Saint-Jean d'Aumières  
 Citigroup/Citibank  
 Citigroup Global Markets  
 Citigroup/Salomon Smith Barney  
 Deutsche Bank

Deutsche Post World Net  
 DuPont  
 Endeavor Global  
 Endeavor/Simitel  
 Estonia Ministry of Defense  
 Fidelity Management & Research  
 General Electric  
 Gerdau S.A.  
 Global Finance S.A.  
 Goldman Sachs Asia Pacific  
 Goldman Sachs International  
 Isis Research/Synovate Healthcare  
 JPMorgan Chase International

KBC Financial Products  
 Kerry Properties  
 LarrainVial  
 Lehman Brothers International  
 Lehman Brothers Japan  
 L'Oréal  
 McKinsey International  
 Milestone Capital Management  
 Ministry of Foreign Affairs of Japan  
 Monitor Group  
 Morgan Stanley International  
 NIB Capital Private Equity  
 PIMCO

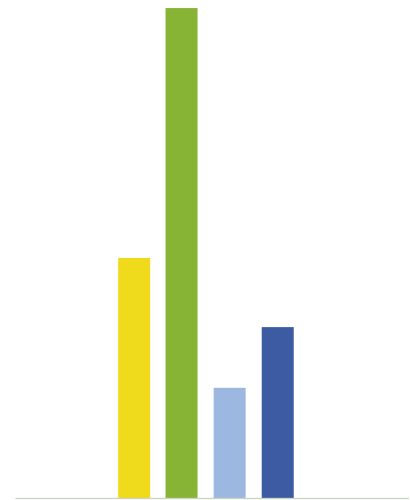
Roland Berger Strategy Consultants  
 Samsung Electronics  
 Samsung Global Strategy Group  
 Samsung Life Insurance  
 Sass & Bide  
 Saudi National  
 Commercial Bank (NCB)  
 Strategy Consulting  
 Toys "R" Us  
 UBS Investment Bank  
 Unilever  
 United Nations Finance Initiative  
 YGM

# Graduate Employment

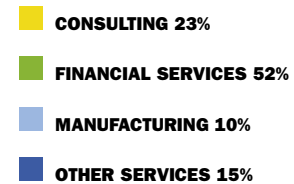
In 2004, Columbia MBA graduates had career choices at both large and small firms and, increasingly, at not-for-profit and government organizations. Consulting hiring increased over 2003, with employment up in investment banking and private equity. More graduates went into corporate finance/mergers and acquisitions and real estate functions.

Most marketers chose brand management positions, while many found business development opportunities highly appealing. Entrepreneurship is attractive to many graduates, yet a number of them elected to start with established firms prior to starting their own business.

With Columbia MBAs graduating in December, May and August, firms find that maintaining a year-round relationship with the Office of MBA Career Services can yield hires on an ongoing basis.



2004 GRADUATES BY INDUSTRY



## TOP EMPLOYERS OF 2004 GRADUATES

- 47 **McKinsey & Company**
- 27 **Lehman Brothers**
- 25 **Citigroup**
- 18 **Goldman, Sachs & Co.**
- 14 **Deutsche Bank**
- 11 **American Express**
- 11 **JPMorgan Chase**
- 10 **Booz Allen Hamilton**
- 10 **Morgan Stanley**
- 9 **Banc of America Securities**
- 9 **The Boston Consulting Group**
- 9 **Credit Suisse First Boston**
- 8 **Bain & Company**
- 7 **L'Oréal**

- 6 **General Electric**
- 6 **UBS Investment Bank**
- 5 **IBM Corporation**
- 5 **Merrill Lynch**
- 4 **CIBC World Markets**
- 4 **Deloitte Consulting**

- 3 **A. T. Kearney**
- 3 **Barclays Capital**
- 3 **Bear, Stearns & Co.**
- 3 **Bristol-Myers Squibb**
- 3 **Dun & Bradstreet**
- 3 **Eli Lilly and Company**
- 3 **Houlihan Lokey Howard & Zukin**
- 3 **Johnson & Johnson**
- 3 **New York City Department of Education**
- 3 **SG Cowen**
- 3 **The McGraw-Hill Companies/Standard & Poor's**
- 3 **Unilever**



**Adding business spark to the City of Light and other French business centers, close to 600 Columbia Business School alumni are based in France.**



## 2004 GRADUATES: COMPENSATION BY FUNCTION

Function	%	Range of Initial Compensation*	Median
<b>Consulting 25%</b>			
Management Consulting	22.4	65,000 – 225,000	130,000
Strategic Planning—Internal	2.4	90,000 – 163,000	112,000
<b>Finance (Corporations) 3%</b>			
Business Development	1.5	80,000 – 127,000	102,000
Treasury Analysis	1.5	95,000 – 126,000	111,500
<b>Financial Services 47%</b>			
Corporate Finance/ Mergers and Acquisitions	19.6	62,400 – 350,000	127,500
Lending/Relationship Management	+	95,000 – 120,000	100,000
Private Client Services	1.8	105,000 – 157,000	112,500
Public Finance	+	130,000	
Research (Buy Side)	4.0	80,000 – 250,000	130,000
Research (Sell Side)	3.0	85,000 – 340,000	120,000
Sales and Trading	9.6	65,700 – 197,500	117,500
Venture Capital	2.5	73,000 – 400,000	174,500
Other	5.2	85,500 – 300,000	115,000
<b>Marketing 9%</b>			
Brand/Product Manager	5.8	56,000 – 121,000	98,250
Business Development	1.8	85,000 – 153,750	104,000
Direct Mail	+	78,000 – 98,000	88,000
Sales	+	77,000 – 100,000	88,000
Other	+	71,500 – 75,000	73,250
<b>Other Functions 12%</b>			
Accounting/Control	+	115,000 – 135,000	125,000
Administration	+	55,000 – 107,500	81,250
Entrepreneur/Owner	1.9		
General Management	3.8	75,000 – 240,000	110,000
Human Resources	+	85,000	
Information Systems	+	87,000 – 108,100	97,550
Law	+		
Operations/Production	+	90,500 – 105,800	98,150
Other	3.5	43,500 – 171,000	89,000
<b>Real Estate 5%</b>			
Asset Management	+	75,000 – 115,000	95,000
Development	+	102,000 – 115,000	115,000
Finance—Banking	1.2	65,000 – 235,000	110,000
Finance—Nonbanking	1.5	50,000 – 155,500	112,500
Other	+	115,000	

## 2004 GRADUATES: COMPENSATION BY INDUSTRY

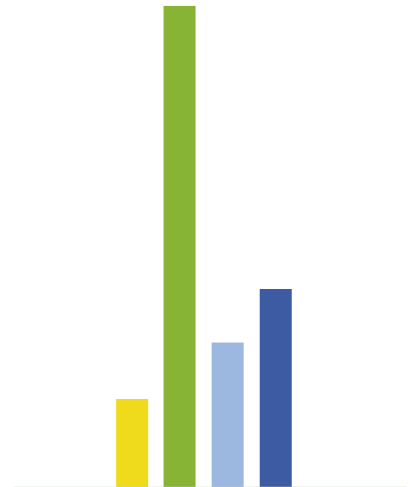
Industry	%	Range of Initial Compensation*	Median
<b>Consulting 23%</b>			
Management Consulting	21.4	72,000 – 225,000	130,000
Strategic Consulting	1.2	65,000 – 200,000	120,000
<b>Financial Services 52%</b>			
Commercial Banking	1.7	95,000 – 130,000	105,000
Diversified Financial Services	5.5	85,000 – 171,000	104,000
Insurance	+	127,000	
Investment Banking/Brokerage	33.9	75,000 – 350,000	120,000
Investment Management	5.8	75,000 – 260,000	130,000
Venture Capital/Private Equity	5.3	73,000 – 400,000	175,000
<b>Manufacturing 10%</b>			
Automotive/Transportation	+	107,000	
Chemicals/Petroleum/Energy	1.0	95,000 – 104,000	96,000
Consumer Products	2.6	55,000 – 114,400	99,500
Electronics/High Tech/Hardware	2.4	70,000 – 195,000	112,000
Information Technology/ Communications/Software	+	85,000 – 126,500	97,000
Pharmaceuticals/ Biotech/Health Care Products	1.7	62,400 – 126,000	107,000
Printing/ Publishing (Books, Magazines)	+	87,000 – 155,000	120,000
Other Manufacturing	+		
<b>Other Services 15%</b>			
Entertainment/Leisure/ Sports Management	2.2	56,000 – 90,000	74,250
Health Care Services	1.0	43,500 – 95,000	55,000
Law	+	135,000	
New Media/Internet	+	105,000 – 125,000	120,000
Not-for-Profit/Government	2.2	50,000 – 107,500	67,500
Real Estate	3.6	75,000 – 300,000	115,000
Retail	2.0	65,000 – 108,750	92,500
Telecommunications	1.0	72,000 – 110,000	95,600
Other Nonmanufacturing	2.4	70,000 – 240,000	85,000

\* Compensation is in U.S. dollar equivalents and includes all guaranteed bonuses. A single amount indicates that limited information was reported.

+ Indicates less than 1 percent.

# Intern Employment

Students enter the MBA Program at Columbia Business School with an average of five years of full-time work experience. Summer-term internships allow MBA students to apply their skills to a new industry, company or functional area and also give employers the opportunity to assess potential full-time hires firsthand in the workplace. Some students continue working part-time for their summer employers during the academic year, and many return to them for full-time employment after graduation. In 2004, employment grew in health care, investment banking and investment management as well as in real estate functions. Consulting remained a popular choice for many. Marketers were attracted to brand-management, business-development and market-research positions.



2004 INTERNS BY INDUSTRY

- CONSULTING 8%
- FINANCIAL SERVICES 57%
- MANUFACTURING 16%
- OTHER SERVICES 19%

## TOP EMPLOYERS OF 2004 INTERNS

- |                                    |                                      |  |
|------------------------------------|--------------------------------------|--|
| <b>26 Goldman, Sachs &amp; Co.</b> | <b>7 Credit Suisse First Boston</b>  | <b>5 Ramius Capital Group, LLC</b>     |
| <b>24 Citigroup</b>                | <b>7 Deloitte Consulting</b>         | <b>4 Bed Bath &amp; Beyond</b>         |
| <b>17 Lehman Brothers</b>          | <b>6 The Boston Consulting Group</b> | <b>3 Bank of New York</b>              |
| <b>15 Morgan Stanley</b>           | <b>6 IBM Corporation</b>             | <b>3 Becton, Dickinson and Company</b> |
| <b>14 Deutsche Bank</b>            | <b>6 L'Oréal</b>                     | <b>3 Cantor Fitzgerald</b>             |
| <b>12 American Express</b>         | <b>6 McKinsey &amp; Company</b>      | <b>3 CIBC World Markets</b>            |
| <b>12 UBS Investment Bank</b>      | <b>5 General Electric</b>            | <b>3 Gabelli &amp; Company</b>         |
| <b>11 Barclays Capital</b>         |                                      | <b>3 Honeywell</b>                     |
| <b>11 JPMorgan Chase</b>           |                                      | <b>3 John A. Levin &amp; Co.</b>       |
| <b>10 Booz Allen Hamilton</b>      |                                      | <b>3 Markitecture LLC</b>              |
| <b>10 Pfizer, Inc</b>              |                                      | <b>3 Samsung Electronics America</b>   |
| <b>9 Merrill Lynch</b>             |                                      | <b>3 Unilever</b>                      |
| <b>8 Bank of America</b>           |                                      | <b>3 United Nations</b>                |
| <b>7 Bear, Stearns &amp; Co.</b>   |                                      |  |



**Brazil counts almost 400 Columbia Business School alumni among its residents, including 81 in Rio de Janeiro and 142 in São Paulo, the country's financial centers.**



## 2004 INTERNS: SALARY BY FUNCTION

Function	%	Range of Monthly Salary*	Median
<b>Consulting 14%</b>			
Management Consulting	8.7	1,500 – 14,000	8,400
Strategic Planning—Internal	5.2	1,000 – 9,000	4,800
<b>Finance (Corporations) 4%</b>			
Business Development	3.6	1,500 – 10,846	5,600
Treasury Analysis	+	4,000 – 6,250	5,900
<b>Financial Services 52%</b>			
Corporate Finance/			
Mergers and Acquisitions	20.0	1,300 – 8,550	7,083
Lending/Relationship Management	+	5,200 – 6,700	6,667
Private Client Services	1.3	3,500 – 7,083	6,800
Public Finance	+	7,083	
Research (Buy Side)	9.0	2,000 – 10,000	6,000
Research (Sell Side)	2.5	4,000 – 7,083	7,083
Sales and Trading	10.5	2,000 – 17,000	7,083
Venture Capital	4.0	1,200 – 9,000	4,000
Other	3.1	4,000 – 7,086	6,833
<b>Marketing 17%</b>			
Brand/Product Manager	9.4	800 – 7,550	5,498
Business Development	3.4	1,000 – 6,400	4,800
Market Research	3.4	500 – 7,550	5,000
Other	+	1,200 – 5,500	3,350
<b>Other Functions 7%</b>			
Economic Analysis	+	4,000 – 5,800	4,500
General Management	+	4,333 – 7,000	6,000
Information Systems	+	5,500 – 6,671	6,086
Operations/Production	1.1	2,000 – 5,900	3,850
Other	4.0	1,450 – 7,300	3,377
<b>Real Estate 6%</b>			
Development	1.3	3,800 – 8,000	4,000
Finance—Banking	1.1	6,000 – 7,100	7,083
Finance—Nonbanking	3.2	2,000 – 8,000	5,000
Other	+	7,083 – 8,000	7,542

## 2004 INTERNS: SALARY BY INDUSTRY

Industry	%	Range of Monthly Salary*	Median
<b>Consulting 8%</b>			
Management Consulting	7.4	1,500 – 14,000	8,400
Strategic Consulting	+	2,500 – 7,300	7,000
<b>Financial Services 57%</b>			
Commercial Banking	1.4	4,400 – 6,200	5,400
Diversified Financial Services	4.2	2,885 – 7,100	5,800
Investment Banking/Brokerage	34.9	2,000 – 17,000	7,083
Investment Management	12.6	2,000 – 10,000	6,000
Venture Capital/Private Equity	4.2	2,400 – 9,000	5,000
<b>Manufacturing 16%</b>			
Automotive/Transportation	+	6,000 – 6,090	6,045
Chemicals/Petroleum/Energy	1.6	3,200 – 10,846	6,250
Consumer Products	4.4	1,000 – 6,000	5,399
Electronics/High Tech/Hardware	2.0	1,400 – 6,720	5,660
Information Technology/			
Communications/Software	1.0	4,800 – 5,500	4,800
Pharmaceuticals/			
Biotech/Health Care Products	4.6	1,300 – 9,000	6,910
Printing/			
Publishing (Books, Magazines)	1.4	1,260 – 6,900	4,000
Other Manufacturing	+	6,000	
<b>Other Services 19%</b>			
Entertainment/Leisure/			
Sports Management	2.8	1,000 – 6,000	3,000
Health Care Services	1.0	2,000 – 6,400	4,300
Not-for-Profit/Government	4.5	500 – 6,671	2,500
Real Estate	3.8	3,200 – 8,000	5,000
Retail	2.2	2,880 – 6,500	3,210
Telecommunications	1.4	800 – 6,000	4,500
Other Nonmanufacturing	3.2	2,400 – 7,500	4,000

\* The salaries above are in U.S. dollar equivalents and do not include bonuses. A single amount indicates that limited information was reported.

+ Indicates less than 1 percent.


# The Columbia Network

A network of more than 34,000 Columbia Business School alumni, some at the highest levels of business worldwide, is part of the School's formula for success—from intake to outcome. Some 3,800 alumni in 50 countries and 29 states interviewed 94 percent of the class that entered in September 2004. Alumni participate in the School as guest lecturers, work with students on class projects and speak at student club events throughout the year. The Business Alumni Network Community (BANC) database, an online directory of alumni searchable by firm and geographic location, gives students the opportunity to talk informally with graduates about jobs, careers, industries and companies. Students can find Columbia Business School graduates in virtually any field at almost any time.

According to a 2004 *Business Week* survey, recruiters rank Columbia as one of the lead schools in producing graduates with the best skills in global scope, general management, finance and ethics.

## WHERE ALUMNI WORK IN 2004

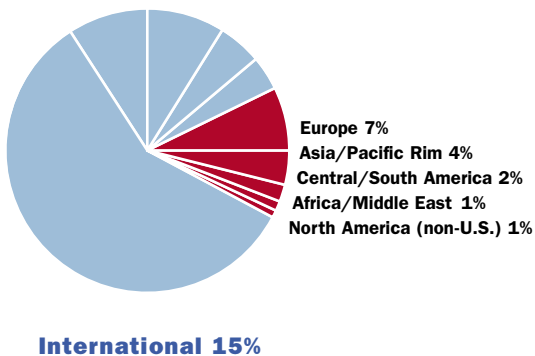
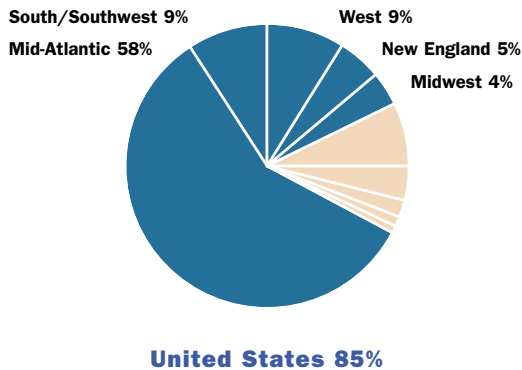
*by Industry*



<b>Consulting</b>	<b>9%</b>
<b>High Tech</b>	<b>9%</b>
<b>Manufacturing</b>	<b>15%</b>
<b>Financial Services</b>	<b>38%</b>
<b>Other Services*</b>	<b>29%</b>

\* Includes accounting, advertising, health care, law, not-for-profit/government and real estate.

## WHERE ALUMNI ARE LOCATED



The Center on Japanese Economy and Business at Columbia Business School, designed to enhance understanding of the Japanese and Asia-Pacific economies, encourages close ties between the New York campus and the 530 alumni working in Japan.

## SELECT DISTINGUISHED ALUMNI

**César Alierta** MBA '70  
*Chairman and CEO, Telefónica, S.A.*

**Louis M. Bacon** MBA '81  
*Chairman, Moore Capital Management*

**Robert R. Bennett** MBA '82  
*President and CEO, Liberty Media Corporation*

**Wolfgang Bernhard** MBA '88  
*Member of the Board of Management, Volkswagen AG (appointed October 2004, effective February 2005)*

**Warren E. Buffett** MS '51  
*Chairman and CEO, Berkshire Hathaway Inc.*

**Anne M. Busquet** MBA '78  
*CEO, IAC Local and Media Services Group, IAC/InterActiveCorp*

**Rocco B. Comisso** MBA '75  
*Chairman and CEO, Mediacom Communications*

**Lewis J. Frankfort** MBA '69  
*Chairman and CEO, Coach, Inc.*

**Mario J. Gabelli** MBA '67  
*Chairman, CEO and Chief Investment Officer, Gabelli Asset Management Inc.*

**Michael A. Gould** MBA '68  
*Chairman and CEO, Bloomingdale's*

**Paul B. Guenther** MBA '64  
*Chairman, New York Philharmonic*

**Matthew J. Hart** MBA '76  
*President and COO, Hilton Hotels Corporation*

**Arie L. Kopelman** MBA '62  
*Vice Chairman, Cbanel, Inc.*

**Henry R. Kravis** MBA '69  
*Founding Partner, Kohlberg Kravis Roberts & Co.*

**Sallie L. Krawcheck** MBA '92  
*CFO and Head of Strategy, Citigroup Inc.*

**Eugene M. Lang** MS '40  
*Chairman, Eugene M. Lang Foundation*

**Rochelle B. Lazarus** MBA '70  
*Chairman and CEO, Ogilvy & Mather Worldwide*

**Mark P. Mays** MBA '89  
*President and CEO, Clear Channel Communications, Inc.*

**Lionel I. Pincus** MBA '56  
*Chairman, Warburg Pincus LLC*

**Benjamin M. Rosen** MBA '61  
*Chairman Emeritus, Compaq Computer Corporation*

**Lord David J. Sainsbury of Turville** MBA '71  
*Minister of Science and Innovation, British Government*

**Arthur J. Samberg** MBA '67  
*Chairman, Pequot Capital Management, Inc.*

**Paolo Scaroni** MBA '73  
*CEO, Enel SpA*

**Keith Sherin** MBA '91  
*Senior Vice President, Finance, and CFO, General Electric Company*

**Jerry I. Speyer** MBA '64  
*President and CEO, Tishman Speyer Properties*

**Robert J. Stevens** MBA '87  
*President and CEO, Lockheed Martin Corporation*

**Sidney Taurel** MBA '71  
*Chairman, President and CEO, Eli Lilly and Company*

**Lulu C. Wang** MS '83  
*CEO, Tupelo Capital Management L.L.C.*

# Recruitment Program

At Columbia Business School, students can avail themselves of numerous opportunities to interact with leaders of business, government and not-for-profit organizations in the classroom or at career and other professional forums. The Columbia community, including executives in residence and an influential alumni network, actively engages students in discussions of and projects on virtually all aspects of business. This prepares our outstanding students to contribute immediately to the recruiting organizations that hire them. The Office of MBA Career Services strives to offer services for employers and students that are responsive to the ever-changing marketplace.



*Regina Resnick*

Regina Resnick  
Assistant Dean and Director  
of MBA Career Services

## **Aggressive Recruiting**

The Office of MBA Career Services offers students

- counseling by professionals with industry experience as well as placement expertise;
- a “career services curriculum” covering the nature of the MBA job market, writing résumés and cover letters, identifying job-search resources and building business relationships, and the logistics of on-campus recruiting;
- presentation- and interviewing-skills workshops;
- the Career Mentorship Society, second-year mentors who provide first-year students with guidance on career exploration and the recruiting process;
- comprehensive online resources, including a virtual career center, recruiting company links, job site links and the Career Online Information Network, a state-of-the-art intranet system providing job descriptions as well as interview scheduling;
- Résumé Books for first- and second-year students as well as select Executive MBAs (available in print and on the Web), featuring an index with extensive search capabilities;
- hundreds of corporate presentations a year;
- thousands of formal interviews conducted on campus;
- numerous opportunities for interviews off-site;
- energetic outreach to companies and industries attracting student interest—in 2003–04, the office continued to reach out to new employers, many of whom responded by posting jobs.

The **Career Resource Center** features a broad range of career-related information:

- thousands of job postings annually;
- files on approximately 1,000 corporations;
- industry-specific career information;
- international job fair information;
- industry periodicals;
- dozens of career-skills books;
- an Internet site linking all company and industry information for students.

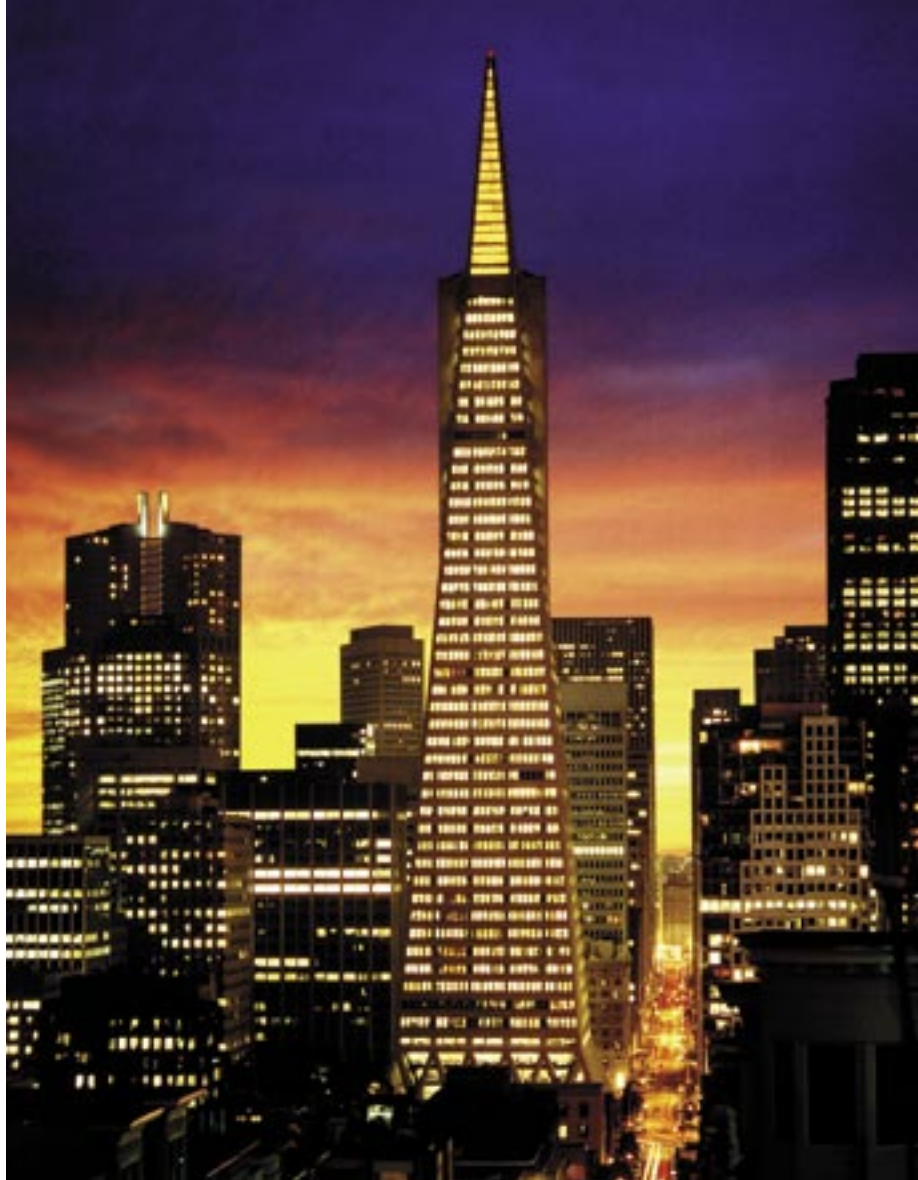


The greater Bay Area is home to almost 1,200 Columbia Business School alumni—the second-largest concentration of our alumni in the world. They work in a mix of industries, including finance, consulting and technology.

### Voices of Experience

The Executives in Residence Program, the David and Lyn Silfen Leadership Series and myriad speaking events capitalize on Columbia's strategic location in New York City and strengthen its relationship with the corporate community.

- A cadre of senior business leaders, executives in residence teach and advise students on academic and career goals and carry out special projects. They also develop a variety of business-related programs for faculty members, students and alumni.
- Columbia MBA students are privileged to hear top management perspectives on the hottest issues of the day. Recent speakers include Kenneth Chenault, chairman and CEO of American Express; Louis Gerstner, chairman of the Carlyle Group; and Charles Strauss, MBA '67, then president and CEO of Unilever United States.



### SELECT TOP EMPLOYERS OF ALUMNI

*From CEOs and managing directors to new associates, Columbia MBAs permeate the ranks of our core employers, providing the starting point for broad and deep relationships with the School.*

<b>587 Citigroup Inc.</b>	<b>95 Ernst &amp; Young International</b>	<b>38 Metropolitan Life Insurance Company</b>
<b>416 J. P. Morgan Chase &amp; Co.</b>	<b>95 Prudential</b>	<b>37 Ford Motor Company</b>
<b>292 Goldman Sachs Group, Inc.</b>	<b>92 Booz Allen Hamilton</b>	<b>35 General Motors Corporation</b>
<b>269 Morgan Stanley</b>	<b>78 Bank of America</b>	<b>30 New York Life Insurance Company</b>
<b>254 Credit Suisse First Boston</b>	<b>66 Merck &amp; Co., Inc.</b>	<b>30 Time Warner Inc.</b>
<b>233 Deutsche Bank</b>	<b>60 The Bank of New York</b>	<b>28 Fidelity Investments</b>
<b>210 Lehman Brothers</b>	<b>60 Johnson &amp; Johnson</b>	<b>28 BNP Paribas</b>
<b>198 UBS AG</b>	<b>55 Federal Reserve Bank of New York</b>	<b>27 Alliance Capital Management Holding L.P.</b>
<b>197 Merrill Lynch &amp; Co.</b>	<b>53 CIBC World Markets</b>	<b>27 Hewlett-Packard Company</b>
<b>183 IBM Corporation</b>	<b>50 Boston Consulting Group</b>	<b>27 Microsoft Corporation</b>
<b>172 American Express Company</b>	<b>47 Lucent Technologies Inc.</b>	<b>25 Altria Group, Inc.</b>
<b>167 General Electric Company</b>	<b>43 American International Group</b>	<b>25 Moody's Investor Services, Inc.</b>
<b>167 McKinsey &amp; Company</b>	<b>43 A. T. Kearney, Inc.</b>	<b>23 Crédit Lyonnais</b>
<b>159 PricewaterhouseCoopers LLP</b>	<b>43 KPMG Peat Marwick</b>	<b>22 Verizon Communications Inc.</b>
<b>156 Bear, Stearns &amp; Co. Inc.</b>	<b>42 Barclays plc</b>	<b>20 Towers Perrin</b>
<b>143 Deloitte &amp; Touche</b>	<b>40 Colgate-Palmolive Company</b>	<b>14 Accenture</b>
<b>126 AT&amp;T Corp.</b>	<b>39 Bain &amp; Company</b>	
<b>104 Pfizer Inc</b>	<b>39 Bristol-Myers Squibb Company</b>	

*As of fall 2004*

*Source: Office of External Relations, Columbia Business School*

**T**he Office of MBA Career Services at Columbia Business School is committed to helping recruiters and their organizations effectively recruit the School's outstanding graduates. The office provides access to some of the most talented men and women in the MBA market. Companies can interact with students and faculty members in the classroom and during on-campus prerecruiting functions, drop-in sessions and interviews. Firms can also take advantage of opportunities for showcasing their organization and/or industry by developing programs in conjunction with student clubs.

#### **Hiring Columbia Business School MBAs**

For a copy of the Recruiter's Guide, to post jobs or to take advantage of other recruiter services,

- call (212) 854-5471
- fax (212) 222-0390
- e-mail [mbacareerservices@gsb.columbia.edu](mailto:mbacareerservices@gsb.columbia.edu)
- visit [www.gsb.columbia.edu/recruiters](http://www.gsb.columbia.edu/recruiters)
- visit [www.gsb.columbia.edu/jobpost](http://www.gsb.columbia.edu/jobpost) for online job postings
- write to Office of MBA Career Services, Columbia Business School, Uris Hall, 3022 Broadway, Room 206, New York, NY 10027-6902

#### **Recruiters' Edge**

Columbia Business School offers recruiters specific services, including

- advice on devising recruiting strategies tailored specifically to fit their organizations' needs;
- flexibility in scheduling interviews with students;
- students who graduate three times a year—December, May and August—so candidates are available year-round;
- Résumé Books that provide detailed, searchable indexes of student profiles and career preferences, available in print or on the Web;
- specialized résumé collections for specific hiring needs;
- opportunities to post part-time, full-time, alumni and internship positions in the Career Resource Center and on our Web pages by visiting [www.gsb.columbia.edu/jobpost](http://www.gsb.columbia.edu/jobpost);
- extensive online recruiter information at [www.gsb.columbia.edu/companies/](http://www.gsb.columbia.edu/companies/);
- the ability to present their companies through literature distributed by the Career Resource Center;
- a Recruiter's Guide, with step-by-step information on the recruiting process at Columbia Business School: how to arrange corporate presentations, schedule interviews for internships and permanent positions, hire alumni and part-time employees, distribute recruiting materials to job candidates and maintain a positive presence on campus.



**Berlin is the gateway to Eastern Europe. This region is increasingly important as German companies seek MBAs to lend business expertise.**

**More than 1,100  
Columbia Business  
School graduates  
reside in the United  
Kingdom, and more  
than 670 call London  
home—more than  
any other city  
except New York.**



# Selected Recruiters

20th Century Fox  
747 Capital, LLC  
7thOnline  
Accenture  
Acumen Funds  
Adjoined Consulting  
AdMedia Partners, Inc.  
Advent International Corporation  
Adventis  
Aeropostale  
AFL-CIO  
AGM Partners  
Altus Capital Partners  
Amerada-Hess  
American Capital  
American Express  
American Securities  
Capital Partners, L.P.  
America Online (AOL)  
Amerquest Capital  
Applied Biosystems  
Arcor S.A.  
Ashoka  
AT&T  
AT&T Financial Leadership Program  
Atari, Inc  
A. T. Kearney  
Atlas Air  
Avalon Bay  
Avaya  
Avon

Bain & Company  
Banc of America Securities  
Bank of America  
Bank of New York  
Bank of Nova Scotia  
Barclays Capital  
BBVA Securities  
Beacon Capital  
BearingPoint  
Bear, Stearns & Co.  
Bear Stearns Asset Management  
Becton, Dickinson and Company  
Bed Bath & Beyond  
Bernstein Investment Research and  
Management  
Bertelsmann  
Best Buy  
Blackacre Capital Management  
Blackstone Group  
Blaqwell, Inc.  
BOC Gases  
Booz Allen Hamilton  
The Boston Consulting Group  
Boston Properties  
Boys and Girls Club of Boston  
BrainSqueeze

Brandes Investment Partners  
Bridal Bootcamp  
Bristol-Myers Squibb  
Brooklyn Navy Yard  
Development Corporation  
Buckeye Capital Partners LP  
Bumble and Bumble  
Burns McClellan  
Cablevision Systems Corporation  
Cacti Partners  
Cambridge Pharma Consulting  
Cantor Fitzgerald  
Cap Gemini  
Capital Group  
Carl Marks Advisory  
Carrot Capital  
Carr Securities  
Catalyst Investors  
Caxton Associates  
Celerant Consulting  
Celgene Corporation  
Cendant Corporation  
Central Bank of Malaysia  
Cerberus Capital Partners  
Chadraw Partnership

Château Saint-Jean d'Aumières  
 Chatham Financial  
 Church & Dwight  
 CIBC World Markets  
 Cisco Systems, Inc.  
 Citigroup/Alternative Investments Group  
 Citigroup/Citibank  
 Citigroup/CitiCards  
 Citigroup/Global Corporate &  
 Investment Banking  
 Citigroup Global Markets  
 Citigroup/Salomon Smith Barney  
 Citigroup/Tribeca Investments  
 City University of New York  
 Clear Asset Management



Clear Channel Communications, Inc.  
 Cleary, Gottlieb, Steen & Hamilton  
 CL King and Associates  
 The Coca-Cola Company  
 Cole Haan  
 Colgate-Palmolive  
 College Sports TV  
 Colorado & Santa Fe Real Estate  
 Columbia Presbyterian Medical Center  
 Columbia University  
 Facilities Management  
 The Committee to Encourage  
 Corporate Philanthropy  
 Community Development  
 Venture Capital Alliance  
 Computer Sciences Corporation  
 CONCERT  
 ConsumerPowerline  
 Copper Arch Capital  
 CRE Asset Management  
 Credit Suisse Asset Management  
 Credit Suisse First Boston

Curtis Instruments  
 Cushman & Wakefield  
 Deloitte & Touche  
 Deloitte Consulting  
 Deutsche Bank  
 Deutsche Bank Securities  
 Deutsche Post World Net  
 Devon Value Advisers  
 Differential Dynamics LLC  
 Digitas  
 Donna Karan International  
 Dover Management LLC  
 Dow Chemical Co.  
 Draper Fisher Jurvetson  
 Gotham Ventures  
 Dresdner Kleinwort Wasserstein  
 Dun & Bradstreet  
 DuPont  
 Dynamic Credit Partners LLC  
 E\*TRADE Financial  
 Easton Associates, LLC  
 Eckford Group  
 Edison Properties, LLC  
 Eli Lilly and Company  
 Elizabeth Arden Spas  
 Emerging Markets Partnership  
 Empyrean Capital Partners  
 Endeavor Global  
 Endeavor/Simitel  
 Environmental  
 Microbiology Laboratory  
 EOS Partners  
 Ernst & Young  
 Errigal Inc.  
 ESPN  
 Estonia Ministry of Defense  
 Everest Capital  
 Expansion Capital Partners LLC  
 Expeditionary Learning Outward Bound  
 ExxonMobil  
 Federal Reserve Bank of New York  
 FICOFI  
 Fidelity Investments  
 Fidelity Management & Research  
 Financo, Inc.  
 First Albany Capital  
 Fisher Brothers  
 Fisher Scientific International Inc.  
 Forbes  
 Ford Motor Company  
 Forest Labs  
 Founders Equity  
 The Frankel Group

“Columbia is highly  
 successful at attracting  
 women. Typically more  
 than a third of the class  
 is female, and students  
 say diversity extends to  
 race and nationality.”

—*Business 2.0*  
 September 2004

Franklin Templeton  
 Friedman Billings Ramsey  
 FTI Consulting, Inc.  
 Gabelli & Company  
 Gabelli Asset Management Inc.  
 Galt & Co.  
 Gap Inc.  
 Gartner Group  
 GE Commercial Finance  
 GE Commercial Leadership Program  
 GE Equity  
 General Atlantic Partners  
 General Electric  
 Gerdau S.A.  
 GE Real Estate  
 Gibson, Dunn & Crutcher  
 GIC Inc.  
 Gilligan Oil Company  
 Glenview Capital  
 Global Finance S.A.  
 Global Media Partners  
 Goldman, Sachs & Co.  
 Goldman Sachs Asia Pacific  
 Goldman Sachs International  
 Goldman Sachs, Mezzanine Fund  
 Goldman Sachs, Whitehall Funds  
*Good Housekeeping*  
 Goodnow Gray  
 The Goodyear Tire & Rubber Company  
 Gotham Capital  
 Gotham Entertainment Group  
 Grand Slam Asset Management  
 Grand Slam Capital Partners

Granite Capital  
Granite Financial  
Greater Jamaica  
Development Corporation  
Greenhill & Co.  
Greystone Company  
GSC Partners, Inc.  
H&R Block  
Hamilton, Rabinovitz & Alschuler  
Hardesty Capital Management  
Hartnick Consulting  
Hess Energy Trading Company  
Holding Capital Group, Inc.  
Home Box Office  
Honeywell  
Houlihan Lokey Howard & Zukin  
HRO International  
HSBC  
HSBC Capital, Inc. (USA)  
HSH Nordbank AG  
HSS Ventures Inc.  
HumanArts  
Hummingbird Value Funds  
Hypo Real Estate  
iBiquity Digital  
IBM Business Consulting Services  
IBM Corporation  
IBM Strategy & Change  
IDT Corporation  
Independent Film Channel  
Industry Ventures/Band of Angels  
Infinity Trading  
Information Resources Inc.  
ING Barings  
ING Clarion Capital  
ING Clarion Partners  
Initiative Media  
Innodata Isogen, Inc.  
Intel  
International Flavors & Fragrances  
International Risk Consultants  
Investors Circle  
Investor Select Advisors  
Investran  
Isis Research/Synovate Healthcare  
Jefferies & Co.  
John A. Levin & Co.  
John Frieda/Andrew Jergens Co.



Johnson & Johnson  
Johnson & Johnson Health Care Systems  
JPMorgan Chase  
JPMorgan Chase International  
JPMorgan Private Bank  
Kaplan, Inc.  
Katzenbach Partners LLC  
KBC Financial Products  
Kerry Properties  
Kraft  
K-Sea Transportation  
Kurt Salmon Associates  
Lara Helene, Inc.  
LarrainVial  
Lazard Asset Management  
Lazard Frères & Co. LLC  
The Lefrak Organization  
Lehman Brothers  
Lehman Brothers Asia  
Lehman Brothers International  
Lehman Brothers Japan  
Lincoln Partners  
Lincolnshire Management, Inc.  
Lions Gate Capital  
Liz Claiborne  
LLR Partners  
Local Initiatives  
Support Corporation (LISC)  
Loeb Partners Realty  
Longship Capital  
L'Oréal/Maybelline  
L'Oréal/Technique  
L'Oréal USA





**Dallas and other Texas cities are home to a number of our alumni, with more than 800 Columbia Business School graduates in the state.**

Lutron Electronics Co. Inc.  
 M&T Bank Corporation  
 MacKay Shields LLC  
 Madison Capital  
 MAG Holdings  
 Major League Baseball  
 Mall Properties, Inc.  
 Marinakis Chartering, Inc.  
 MarketBridge  
 Markitecture LLC  
 Maroc Telecom  
 MBNA America  
 The McGraw-Hill Companies  
 The McGraw-Hill Companies/  
*Business Week*  
 The McGraw-Hill Companies/  
 Standard & Poor's  
 McKinsey & Company  
 McKinsey International  
 MediaVest  
 Mehta Partners  
 Memorial Sloan-Kettering Cancer Center  
 Merck  
 Merrill Lynch  
 Mesiti Development  
 MetLife Investments  
 Metropolitan Capital  
 MGM Studios  
 Michael Kors, LLC  
 Milestone Capital Management  
 Millennium Technology Ventures  
 Miller Buckfire Lewis Ying & Co., LLC

Millgate Capital  
 Ministry of Foreign Affairs of Japan  
 Monitor Group  
 Monitor Group/Market2Customer  
 Morgan Stanley  
 Morgan Stanley International  
 MTV Networks  
 MUUS Asset Management  
 Natexis Bleichroeder  
 New York City  
 Department of Education  
 New York City  
 Housing Development Corporation  
 The New York Hospital for  
 Special Surgery  
 New York Life Capital Partners  
 New York Life Investment Management  
 The New York Times Company  
 New York–Presbyterian Hospital  
 Newmark & Co.  
 Nexial Real Estate Capital  
 Next Jump, Inc.  
 NIB Capital Private Equity  
 Nomura Securities International  
 Nonprofit Finance Fund  
 NorthStar Group  
 Oaktree Capital  
 Omega Advisors  
 Opera Solutions  
 Oppenheimer Capital  
 Orbimed Advisors  
 Organon USA Inc.

Overture Services  
 Pacific Alternative  
 Asset Management Company  
 Pacific Charter School Development, Inc.  
 Paramount  
 Parco, Inc.  
 Pearlman Advisors LLC  
 PepsiCo International  
 Perennial Partners  
 Peter J. Solomon Company  
 Pfizer Inc  
 Pharo Management  
 PIMCO  
 Piper Jaffray Companies  
 Platinum Equity Advisors, LLC  
 Polo Ralph Lauren Corporation  
 Portales  
 Post Capital Partners  
 Praesidium Investment Management  
 PricewaterhouseCoopers  
 Primedia Enthusiast Media  
 PRIMEDIA, Inc.  
 Procter & Gamble  
 Promethean Capital Group, Inc.  
 Provident Group  
 Pulte Homes  
 Pzena Investment Management, LLC  
 Radius Ventures, LLC  
 Raimond Graphics Inc  
 Ramius Capital Group, LLC  
 RBC Capital Markets  
 RCA Music Group  
 Reckson Associates Realty Corp.

Redwood Capital Group  
Regeneron Pharmaceuticals  
Revlon  
Richemont North America  
Risk Capital Management (RCM)  
Riva Ridge Capital, LLC  
Robert Bowne  
Robert W. Baird & Co.  
Rodale  
Roland Berger Strategy Consultants  
Ropart Investments  
Royal Bank of Canada  
RRE Ventures  
Saks Fifth Avenue  
Samsung Electronics  
Samsung Global Strategy Group  
Samsung Life Insurance  
Sandell Asset Management  
Sass & Bide  
Saudi National Commercial Bank (NCB)  
Schering-Plough  
Scotia Capital  
SCP Private Equity Partners  
SD Partners  
Secured Capital  
Sesame Workshop  
SG Cowen  
Sichel Medical Ventures  
Siemens Management Consulting  
Something Digital  
Spinner Asset Management  
SPP Capital Partners, LLC  
Sprint Corp.  
Stanford Financial Group  
Starwood Hotels and Resorts  
St. Christopher-Ottilie  
Sterling American Property  
Student Conservation Association  
Terrapin Partners, LLC  
Thornton  
Three Cities Research  
TIAA-CREF  
Tiedemann BGS Partners LP  
Tiffany & Company  
Time Warner/*Sports Illustrated*  
Tishman Speyer Properties  
Torsiello Capital Partners, LLC  
Toys "R" Us  
Tradition Asiel Securities, Inc  
Triarc Companies, Inc.  
Trust for Public Land  
Turner Broadcasting System, Inc.  
Tyco International  
Tyndale Company, Inc.  
UBS Financial Services  
UBS Investment Bank  
UMT Portfolio Management

“A survey by *Business Week* last year found that of Citigroup’s 164 MBA hires, 23 were from Columbia. . . . No other business school placed more than 8 there. Columbia MBAs took 16 of the 71 MBA jobs at Booz Allen Hamilton, 11 of the 43 at Deutsche Bank and 15 of the 40 at Goldman Sachs.”

—*New York Times*  
April 25, 2004

Unilever  
Unilever Bestfoods North America  
United Management Technologies  
United Nations Finance Initiative  
United Nations Office of Project Services  
United Technologies Corp. (UTC)/  
Carrier Corporation  
Univision Networks  
Udata Capital, Inc.  
Udata Partners  
U.S. Army  
U.S. Department of Energy  
U.S. Department of State  
U.S. Navy  
U.S. Trust Corporation  
VERITAS Software  
Verizon  
Veronis Suhler Stevenson  
Viacom/Infinity Broadcasting Corporation  
Viacom/Showtime Networks Inc.  
Viking Global Investors  
Vindigo, Inc.  
VMC Management Corp.  
Vornado Realty Trust  
Wachovia Securities  
Warner Brothers/Double Nickel  
Entertainment  
Warner Home Video  
W Capital Partners  
Wellington Management Company, LP  
WestLB  
Westwood One  
Whitney Museum of American Art  
Wicks Group  
World Bank Group  
Wunderman  
Wyeth Consumer Healthcare  
Xerox Corporation  
XL Capital Assurance Inc.  
Yahoo! Inc.  
YGM  
Yum Brands  
Ziff Davis Media



**C**olumbia Business School's Board of Overseers continues to play an integral role in furthering the School's national and international outreach.

**César Alierta** MBA '70  
*Chairman and CEO,  
Telefónica, S.A., Madrid*

**Nicholas C. F. Barber** MBA '71  
*Chairman, Bolero.net, London*

**J. T. Battenberg III** MBA '69  
*Chairman, CEO and President,  
Delphi Corporation,  
Troy, Michigan*

**Wolfgang Bernhard** MBA '88  
*Member of the Board of Management,  
Volkswagen AG (appointed October 2004,  
effective February 2005),  
Wolfsburg, Germany*

**Jean-Luc Biamonti** MBA '78  
*Managing Director, Goldman Sachs  
International, London*

**Daniele D. Bodini** MBA '72  
*Chairman, American Continental  
Properties, New York*

**Erskine B. Bowles** MBA '69  
*Senior Adviser, Carousel Capital, Charlotte*

**Daniel M. Cain** MBA '72  
*Founding Partner, Cain Brothers &  
Company, New York*

**Russell L. Carson** MBA '67  
*General Partner, Welsb, Carson, Anderson  
& Stowe, New York*

**Max C. Chapman, Jr.** MBA '69  
*Chairman, Gardner Capital  
Management Corp., New York*

**Jerome A. Chazen** MBA '50  
*Chairman,  
Chazen Capital Partners, LLC,  
New York*

**John W. Childs** MBA '70  
*President, J. W. Childs  
Associates, LP, Boston*

**Giuseppe Ciardi** MBA '81  
*Senior Partner and Chief Investment  
Officer, Park Place Capital Limited, London*

**Howard L. Clark, Jr.** MBA '68  
*Vice Chairman,  
Lehman Brothers Inc., New York*

**Leon G. Cooperman** MBA '67  
*Chairman and CEO,  
Omega Advisors, Inc., New York*

**Heinz Dürr**  
*Chairman of the Supervisory Board,  
Dürr AG, Berlin*

**Norman Eig** MBA '65  
*Vice Chairman, Lazard LLC,  
New York*

**Carol B. Einiger** MBA '73  
*Chief Investment Officer,  
The Rockefeller University, New York*

**R. Bradford Evans** MBA '70  
*Managing Director,  
Morgan Stanley, New York*

**Michel M. Favre** CFT '55  
*Owner, Michel M. Favre Management  
Consulting, Zurich*

**Meyer Feldberg** MBA '65  
*Dean Emeritus and Sanford C. Bernstein  
Professor of Leadership and Ethics,  
Columbia Business School, New York*

**Robert Friedman** MBA '80  
*President, Classic Media, Inc.: Golden  
Books & Harvey Entertainment, New York*

**Mario J. Gabelli** MBA '67  
*Chairman, CEO and  
Chief Investment Officer, Gabelli Asset  
Management Inc., New York*

**Gabriele Galateri di Genola** MBA '72  
*President, Mediobanca S.p.A., Milan*

**Nathan Gantcher** MBA '64  
*Former Vice Chairman,  
CIBC Oppenheimer Corp., New York*

**Philip H. Geier, Jr.** MBA '58  
*Chairman, The Geier Group,  
New York*

**Lawrence D. Glaubinger** MBA '77  
*President, Lawrence Economic  
Consulting, Inc., New York*

**Karl Goeltz** MBA '66  
*Former Vice Chairman and CFO,  
American Express Company,  
New York*

**Michael A. Gould** MBA '68  
*Chairman and CEO, Bloomingdale's,  
New York*

**Paul B. Guenther** MBA '64  
*Chairman, New York Philharmonic,  
New York*

**Bernard Hanon** MBA '56, PhD '62  
*President, Hanon Associés, Paris*

**Ehud Houminer**  
*Executive in Residence,  
Columbia Business School,  
New York*

**Glenn Hubbard**  
*Dean and Russell L. Carson  
Professor of Finance and Economics,  
Columbia Business School, New York*

**Nand L. Khemka** MBA '56  
*Chairman, SUN Group/  
Khemka Group, Delhi*

**Arie L. Kopelman** MBA '62  
*Vice Chairman, Chanel, Inc., New York*

**Henry R. Kravis** MBA '69  
*Founding Partner, Kohlberg Kravis  
Roberts & Co., New York*

**Sallie L. Krawcheck** MBA '92  
*CFO and Head of Strategy, Citigroup Inc.,  
New York*

**Eugene M. Lang** MS '40  
*Chairman, Eugene M. Lang Foundation,  
New York*

**Senator Frank R. Lautenberg** BS '49  
*U.S. Senator, State of New Jersey,  
United States Senate,  
Washington, D.C.*

**Rochelle "Shelly" Lazarus** MBA '70  
*Chairman and CEO, Ogilvy & Mather  
Worldwide, New York*



**Peter K. Loeb** MBA '61  
*Managing Director,  
Neuberger Berman, LLC, New York*

**Linda Ho McAfee** MBA '73  
*Group Director,  
Fairmont Shipping, Hong Kong*

**Yuzaburo Mogi** MBA '61  
*President and CEO,  
Kikkoman Corporation, Tokyo*

**Paul M. Montrone** PhD '66  
*Chairman and CEO,  
Fisher Scientific International Inc.,  
Hampton, New Hampshire*

**Norberto Morita** MBA '75  
*Chairman, Southern Cross Group,  
Buenos Aires*

**Willard J. "Mike" Overlock, Jr.** MBA '73  
*Senior Director,  
Goldman, Sachs & Co., New York*

**Vikram S. Pandit** PhD '86  
*President and COO,  
Institutional Securities and Investment  
Banking Group, Morgan Stanley,  
New York*

**Alan J. Patricof** MBA '57  
*Vice Chairman,  
Apax Partners, Inc., New York*

**Ronald O. Perelman**  
*Chairman and CEO,  
MacAndrews & Forbes, New York*

**Daniel Robert Plette** MBA '70  
*Chairman and CEO, LV Capital;  
President, L Capital, Paris*

**Lionel I. Pincus** MBA '56  
*Chairman, Warburg Pincus LLC,  
New York*

**Ian Plenderleith** MBA '71  
*Deputy Governor, South African  
Reserve Bank, Pretoria*

**Robert W. P. Reibestein** MBA '82  
*Senior Partner, McKinsey & Company,  
Amsterdam*

**Alexander Riesenkaempff** MBA '61  
*Founding Partner,  
CMS Hasche Sigle, Frankfurt*

**Benjamin M. Rosen** MBA '61  
*Chairman Emeritus, Compaq Computer  
Corporation, New York*

**Arthur J. Samberg** MBA '67  
*Chairman,  
Pequot Capital Management, Inc.,  
Westport, Connecticut*

**Paolo Scaroni** MBA '73  
*CEO, Enel SpA, Rome*

**Oliver R. Sockwell** MBA '72  
*Retired President and CEO,  
Construction Loan Insurance  
Corporation, Washington, D.C.*

**Jerry I. Speyer** MBA '64  
*President and CEO,  
Tishman Speyer Properties, New York*

**Daniel W. Stanton** MBA '81  
*Advisory Director,  
Goldman, Sachs & Co., New York*

**Charles B. Strauss** MBA '67  
*Retired President and CEO,  
Unilever United States,  
Greenwich, Connecticut*

**Sabin C. Streeter** MBA '67  
*Executive in Residence,  
Columbia Business School,  
New York*

**Washington Z. SyCip** MS '43  
*Founder, The SGV Group,  
Makati City, Philippines*

**Sunjoto Tanudjaja** MBA '77  
*President, PT Great River International,  
Jakarta*

**Charles W. Tate** MBA '72  
*Chairman and Founder,  
Capital Royalty, L.L.C., Houston*

**Nobuo Tateisi** MBA '62  
*Executive Adviser,  
Omron Corporation, Tokyo*

**Sidney Taurel** MBA '71  
*Chairman, President and CEO,  
Eli Lilly and Company, Indianapolis*

**Sue Toigo**  
*Founder, Robert A. Toigo Foundation,  
Napa, California*

**Massimo Tosato** MBA '80  
*Group Managing Director,  
Schroders plc, London*

**Raymond G. Viault** MBA '69  
*Retired Vice Chairman,  
General Mills, Inc., Jupiter, Florida*

**Donald C. Waite III** MBA '66  
*Director, Executives in Residence Program,  
Columbia Business School, New York*

**Lulu C. Wang** MS '83  
*CEO, Tupelo Capital  
Management L.L.C., New York*

**Lorenzo D. Weisman** MBA '73  
*Partner, Hill Street Capital, LLC,  
New York*

**Peter Kwong-Ching Woo** MBA '72  
*Chairman, Wheelock and Company Limited  
and The Wharf (Holdings) Limited,  
Hong Kong*

**Alfonso T. Yuchengco** MBA '50  
*Honorary Chairman,  
The Yuchengco Group of Companies,  
Makati City, Philippines*

**David W. Zalaznick** MBA '78  
*Managing Principal,  
Jordan/Zalaznick Capital Company,  
New York*

**Martin E. Zimmerman** MBA '61  
*Chairman and CEO,  
LFC Capital, Inc., Chicago*

#### MEMBERS EMERITI

**Charles E. Exley, Jr.** MBA '54  
*Retired Chairman and CEO,  
NCR Corporation,  
Grosse Point, Michigan*

**Gertrude "G. G." Michelson**  
*Former Senior Adviser,  
R. H. Macy & Co., Inc., New York*

**Joseph V. Vittoria** MBA '59  
*Retired Chairman,  
Travel Services International, Inc.,  
Palm Beach*

## 2003-04 CORPORATE PARTNERS PROGRAM

Columbia Business School continues to offer an unparalleled business education, made possible by the generous contributions of corporate sponsors. Corporations provide meaningful support for the School's widely recognized research centers, financial aid program, general operations and specific initiatives. In doing so, a corporation becomes a partner in fulfillment of the School's mission, gaining exposure and recognition throughout its community. For more information, contact the Office of Corporate Relations at (212) 854-6047 or at [corprel@gsb.columbia.edu](mailto:corprel@gsb.columbia.edu), or visit [www.gsb.columbia.edu/corporate](http://www.gsb.columbia.edu/corporate).

### **Lead Investor** (\$100,000 and above)

*Citigroup Inc./Citigroup Foundation*  
*The Clark Foundation*  
*Daido Life Insurance Company*  
*GAMCO*  
*Goldman, Sachs & Co.*  
*J. P. Morgan Chase & Co.*  
*Ewing Marion Kauffman Foundation*  
*Lockheed Martin Corporation*  
*Lone Star Funds*  
*Morgan Stanley*  
*The Robert A. Toigo Foundation*

### **Leadership Partner** (\$50,000 to \$99,999)

*Bell Canada*  
*DaimlerChrysler*  
*Deutsche Bank\**  
*Hess Foundation, Inc.*  
*Lotte Confectionery Co., Ltd.*  
*The Donald and Alice Noble Foundation*  
*The Alfred P. Sloan Foundation*  
*The Taubman Company*  
*UBS*

### **Managing Partner** (\$25,000 to \$49,999)

*Allman Foundation*  
*American Express Company\**  
*Banc of America Securities LLC*  
*Kikkoman Corporation*  
*Lazard LLC*  
*NTT DoCoMo*  
*Paul, Hastings, Janofsky & Walker LLP*  
*Pepsi-Cola Company\**  
*Pfizer Inc*  
*Prudential Real Estate Investors*  
*RCA Telecom Consulting LLC*  
*Takata Corporation*  
*Telecom Italia*  
*Tsuchiya Co., Ltd.*  
*Vornado Realty L.P.*

### **Senior Partner** (\$10,000 to \$24,999)

*Accenture S.p.A.*  
*Bear, Stearns & Co. Inc.*  
*The Bloomingdale's Fund of the Federated Department Stores Foundation\**  
*The Robert Bowne Foundation*  
*Cain Brothers Foundation*  
*Caxton Associates, LLC*  
*The CIDOB Foundation*  
*CMS Hasche Sigle*  
*Credit Suisse First Boston*  
*Daniel M. Neidich & Brook G. Neidich Foundation*  
*Estée Lauder Companies Inc.*  
*Exxon Mobil Corporation\**  
*J.C.C. Fund*  
*KDDI Corporation*  
*Lehman Brothers*  
*Mortgage Bankers Association of New York, Inc.*  
*Merrill Lynch & Co., Inc.*  
*The Mitsubishi Trust and Banking Corporation*  
*Mitsui Sumitomo Insurance Company*  
*Mitsui USA*  
*NorthStar Capital Partners LLC*  
*Pumpkin Foundation*  
*Rauch Foundation*  
*Schroder Investment Management*  
*Simon Property Group*  
*Soros Fund Management LLC*  
*Taconic Investment Partners, LLC*  
*Techint Incorporated*  
*The Tiger Foundation*  
*Tokyo Electric Power Co., Inc.*  
*Unilever; USA\**  
*Verizon Communications Inc.*  
*Wachovia Corporation*  
*The Nina W. Werblow Charitable Trust*  
*Wintbrop, Inc.*



\* These corporate partners provide unrestricted support for the School.

Note: These reflect new pledges and new cash gifts from July 1, 2003, through June 30, 2004.





**COLUMBIA  
BUSINESS  
SCHOOL**

<b>Why Hire Columbia MBAs?</b> . . . . .	<b>1</b>
<b>Global–New York Advantage.</b> . . . . .	<b>2</b>
<i>The School's location in a global business capital contributes to employment success.</i>	
<b>Historical Employment by Industry</b> . . . . .	<b>4</b>
<i>The depth and breadth of Columbia MBAs pays off.</i>	
<b>Employment by Geography</b> . . . . .	<b>6</b>
<i>The School is a magnet for global recruiters—most students accept positions with an international component.</i>	
<b>Graduate Employment.</b> . . . . .	<b>8</b>
<i>A wide range of companies met with hiring success.</i>	
<b>Intern Employment</b> . . . . .	<b>10</b>
<i>In summer internships, students apply skills to new areas and often are offered permanent employment.</i>	
<b>The Columbia Network</b> . . . . .	<b>12</b>
<i>The School's more than 34,000 alumni are a powerful and effective resource.</i>	
<b>Recruitment Program</b> . . . . .	<b>14</b>
<i>Distinctive opportunities for students match top-notch services for recruiters.</i>	
<b>Selected Recruiters</b> . . . . .	<b>17</b>
<i>Hundreds sought Columbia MBAs in 2004.</i>	
<b>Business Partners</b> . . . . .	<b>22</b>
<i>People who have a strong influence and a wide reach.</i>	



**Office of MBA Career Services  
Columbia Business School  
Uris Hall  
3022 Broadway, Room 206  
New York, NY 10027-6902**

**Phone: (212) 854-5471**

**Fax: (212) 222-0390**

**E-mail: [mbacareerservices@gsb.columbia.edu](mailto:mbacareerservices@gsb.columbia.edu)**

**Post Positions online: [www.gsb.columbia.edu/jobpost](http://www.gsb.columbia.edu/jobpost)**

**Recruiters Web site: [www.gsb.columbia.edu/recruiters](http://www.gsb.columbia.edu/recruiters)**