It’s hardly news that accelerating developments in technology, globalization of markets, availability of capital, and increased diversity have fundamentally changed the competitive business environment. Even in established industries, shortened product life cycles and intensified worldwide competition for resources and customers have resulted in leaner, flatter organizations that reward local problem solving and teamwork.

The ongoing transformation of the global economic environment will continue to test business leaders in unprecedented ways. Managers and organizations able to identify new opportunities and adapt quickly to unpredictable conditions will have a distinct advantage. Managers who have mastered the sophisticated tools of business analysis, who can use these tools for imaginative problem solving, and who have developed a capacity to lead diverse groups of people will succeed in turning their visions into enterprises that provide value for all stakeholders.

When UCLA Anderson’s MBA students enroll, they are not only entering one of the world’s leading graduate management education programs, but they are also becoming part of a learning culture that values individual vision, intellectual discipline, and a sense of teamwork and collegiality. The combination of an integrated program design, a world-class faculty, accomplished peers, and a supportive learning environment in which both theory and practice are emphasized offers an extraordinary learning opportunity and exceptional preparation for effective managerial leadership.

UCLA Anderson’s faculty are renowned scholars and dedicated teachers with a global perspective as well as knowledge and experience in all areas of business and management. Whether instruction involves a case study, lecture, simulation, or field experience, Anderson MBAs can expect lively discussion and challenging give-and-take as they and their professors engage the major issues and problems of business.

UCLA Anderson School of Management attracts an exceptional group of diverse, accomplished, and highly motivated men and women who have a passionate desire to build enterprises and transform economic activity. The UCLA MBA Program offers both a solid grounding in business fundamentals and the advanced learning needed for successful business leadership. The additional insights gained through participation in multifaceted extracurricular activities also prepare Anderson MBAs for leadership roles.

Attending an MBA program involves a very significant intellectual, personal, and financial investment. We’re proud of UCLA Anderson, and we believe it offers an unparalleled opportunity in graduate management education. We sincerely welcome the opportunity to tell you more about our program and the UCLA Anderson Experience, and we encourage you to contact us if you have additional questions.

Sincerely,

Bruce G. Willison
Dean
The UCLA Anderson Experience

Engage in a transformational learning opportunity.

UCLA Anderson offers the MBA student exceptional academic preparation, a cooperative and congenial student culture, access to a thriving business community, and well-developed support services for academic and career advancement. By the time UCLA MBAs graduate, they have undergone a significant personal and professional transformation that has prepared them well for future career success. We call this transformation the UCLA Anderson Experience. Highlights of that experience are described below.

A rigorous, flexible curriculum allows each student to learn the fundamentals of business and management and at the same time to customize the program by selecting specialized subjects for exploration in greater depth. UCLA’s MBA program supports varied managerial perspectives and individual goals by developing students’ understanding of contemporary management opportunities and challenges, as well as by providing students with the skills needed to analyze and respond to the demands of today’s global economy.

A collegial environment, unique among schools of business and management, creates a close-knit community of diverse, high-potential peers, each of whom has already demonstrated exceptional talent in undergraduate study, the workplace, and the community. International students representing approximately 50 countries bring a global perspective to classroom discussions and other activities. Learning and support come from studying and working with people who want to share their expertise and skills with one another and to see each member of the class achieve his or her potential.

Meaningful interaction with the business community in Southern California and elsewhere provides many opportunities for students and faculty to engage current management issues and problems both inside and outside the classroom. Students have many opportunities to examine the industries and roles that interest them and to consider varied career possibilities.

Partnership with the Parker Career Management Center (CMC), a nationally recognized leader in career management services, provides MBAs with access to knowledgeable and experienced staff who can help them identify and clarify their career interests and objectives, make use of numerous on-site resources, and participate in extensive recruitment opportunities. Through the Parker CMC and its many services, UCLA Anderson MBAs can explore varied career possibilities and select satisfying careers.

A worldwide alumni network assures that UCLA MBAs remain part of a vibrant, supportive community of successful business leaders throughout their lives. UCLA Anderson Alumni, the school’s alumni organization, offers events, continuing education, publications, electronic networking, and other services to all alumni.
I came to UCLA Anderson after starting my career in the hard-driving, competitive world of Wall Street investment banking. Although I intended to return to New York and Wall Street after graduation, I entered Anderson wanting to spend time in a new environment. I was looking for an experience that would expand my views and expose me to different perspectives about business, policy, and management. I found this experience at Anderson.

The UCLA Anderson environment emphasizes cooperation, an open exchange of ideas, and interaction among students. In many classes, we worked in teams consisting of students with diverse views on the assigned issue or project. As a result of such experiences, I’m more flexible in my approach to managing others, more aware of differing perspectives, and better able to connect with people who hold different views.

Anderson’s collegial environment also places an emphasis on the importance of networking, a skill I continue to use in my professional career. The Anderson alumni network in New York is very strong and is an integral part of my life both personally and professionally. Anderson alumni have served as a great support network to me, and I hope to continue this tradition by helping future Anderson graduates.

I had a great two years at UCLA Anderson and would definitely choose to go there again.

Jack Melnikoff, 1996
BA, Duke University, 1992
Current Position: Vice President, Fixed Income, Currency and Commodities Division, Goldman Sachs & Co.
### Academic Calendar

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<tr>
<td>Final day to apply for admission or renewal of application to UCLA Anderson with complete documentation</td>
<td>April 17, 2005</td>
<td>April 28, 2006</td>
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<tr>
<td>UCLA Anderson academic workshops for entering MBAs</td>
<td>September 12 – 15, 2005</td>
<td>September 11 – 15, 2006</td>
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<tr>
<td>International Orientation Day</td>
<td>September 16, 2005</td>
<td>September 15, 2006</td>
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<tr>
<td>MBA Orientation</td>
<td>September 19 – 29, 2005</td>
<td>September 18 – 28, 2006</td>
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<tr>
<td>Re-Orientation for 2nd year students</td>
<td>September 30, 2005 – October 1, 2005</td>
<td>September 29 – 30, 2006</td>
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<tr>
<td>Fall Quarter instruction begins</td>
<td>September 29, 2005</td>
<td>September 28, 2006</td>
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<tr>
<td>Fall Quarter final exams</td>
<td>December 12 – 17, 2005</td>
<td>December 11 – 16, 2006</td>
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<tr>
<td>Fall Quarter ends</td>
<td>December 17, 2005</td>
<td>December 16, 2006</td>
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<tr>
<td>Winter Quarter instruction begins</td>
<td>January 7, 2006</td>
<td>January 6, 2007</td>
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<tr>
<td>Winter Quarter final exams</td>
<td>March 18 – 24, 2006</td>
<td>March 17 – 23, 2007</td>
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<tr>
<td>Winter Quarter ends</td>
<td>March 24, 2006</td>
<td>March 23, 2007</td>
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<tr>
<td>Spring Quarter instruction begins</td>
<td>April 3, 2006</td>
<td>April 2, 2007</td>
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<tr>
<td>Spring Quarter ends</td>
<td>June 16, 2006</td>
<td>June 15, 2007</td>
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### Academic and Administrative Holidays

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<tr>
<td>Veterans Day</td>
<td>November 11, 2005</td>
<td>November 10, 2006</td>
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<tr>
<td>Thanksgiving holiday</td>
<td>November 24 – 25, 2005</td>
<td>November 23 – 24, 2006</td>
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<tr>
<td>Martin Luther King, Jr. holiday</td>
<td>January 16, 2006</td>
<td>January 15, 2007</td>
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<tr>
<td>Presidents’ Day</td>
<td>February 20, 2006</td>
<td>February 19, 2007</td>
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<tr>
<td>Cesar Chavez holiday</td>
<td>March 31, 2006</td>
<td>March 30, 2007</td>
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<tr>
<td>Memorial Day</td>
<td>May 29, 2006</td>
<td>May 28, 2007</td>
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* This calendar should serve only as a general guideline, as dates may change.*
Innovation is inspired by insight into customer needs, preferences and decision processes. I develop internet-based methods of measuring how individuals evaluate and select the products and services they choose to buy. Once customer preferences can be quantified, they become powerful tools in the hands of managers and the innovative teams they lead.

Equally important, I research how to allocate resources between improving a product’s performance, reducing its cost and tailoring it to individual needs. These research streams exploit recent advances in marketing science, computational algorithms and communication technologies in the pursuit of insanely great products.

In the New Product Development and Product Marketing & Innovation courses that I teach, we integrate theory, practice and hands-on experience. Analytical methods from economics and marketing science provide a framework to understand the direct connection between customer preferences and firm profits. Case studies highlight the importance of managers balancing customer needs and company objectives, while leading their teams and integrating multiple functions for successful new product development. To make these lessons stick, we form student teams that actually design and develop products based on their market research. It all culminates in an end-of-quarter event that’s almost as wild as a real product launch!
Southern California’s vibrant economy energizes management research and study at UCLA Anderson. Through research and consulting, faculty interact on an ongoing basis with the local, national, and international business communities and investigate new business problems and issues. Business leaders, many of them Anderson alumni, frequently visit the campus to learn the latest research findings in order to help their organizations maintain a competitive advantage. New research also enriches students’ classroom experience. Because UCLA Anderson

MBAs constantly test theory in real-world settings, they can readily apply what they have learned in the classroom to their jobs in the workplace. This complementary relationship between theoretical understanding and practical application is a hallmark of the UCLA Anderson Experience.

THE UCLA MBA LEARNING MODEL
The UCLA Anderson MBA Program seeks to increase participants’ capacity for effective action as business leaders. Using a student-centered approach and emphasizing the close connection between management education and management practice, the UCLA Anderson learning model focuses on the fundamentals of business, analytical problem-solving skills, and the development of an explicit point of view on both strategic leadership and what it means to lead.

Anderson’s MBA faculty collaborate to provide educational experiences that enable MBA students to develop and integrate the knowledge and skills they will need to address significant strategic issues and lead complex organizations. A faculty team supervises the program culminating Applied Management Research Project, a six-month original applied research project that integrates and expands students’ capacity to solve complex business problems.

Teamwork has been central to the UCLA Anderson learning model for more than 30 years. In today’s highly competitive business environment, success most often belongs to the organizations with the strongest teams. Today’s successful managers must be effective team players who can blend collaboration, leadership, and communication skills to cooperate with others, and who can instill similar values in their employees. The UCLA MBA Program uses innovative methods to engage students in goal-oriented projects that draw upon and refine teamwork skills. Team-building exercises, simulations, cases, and conceptual models all help MBA students become more effective both as team members and as leaders.

Computing and communications technologies have transformed both the business environment and graduate management education. The UCLA MBA Program emphasizes the uses and implications of advanced technologies in business and in the study of business and management. UCLA Anderson School of Management is fully networked with both a comprehensive wireless network covering the entire complex including all breakout area and library reading rooms, as well as hardwired high speed connectivity in the classrooms. UCLA Anderson’s extensive intranet provides real-time access to library resources, as well as links to course materials and other information resources relevant to the full range of student needs and interests, from course work to job searches. All Anderson MBA students use laptop computers that are compatible with the UCLA Anderson network.

From the beginning of their MBA studies, Anderson students find new ways to integrate their academic education with the practice of business leadership. The combination of study, teamwork, and interaction with the business community ensures that Anderson MBAs develop:

• A sophisticated awareness of the global, technological, and competitive forces shaping business
• Analytical problem-solving skills that directly relate to critical business issues
• A high-level ability to exercise sound judgment, make effective decisions, and take appropriate responsibility
• Strong interpersonal, communication, teamwork, and leadership skills
• A strategic understanding of the role of information and communication technologies in business and management
All UCLA Anderson MBA students take active responsibility for integrating their own learning, and all have many opportunities to develop and apply the skills required both to organize and to function within a productive team.

**THE UCLA ANDERSON MBA CURRICULUM**

The MBA curriculum consists of three principal components and the introductory Leadership Foundations course. [See MBA Program Schedule, p. 9.]

**Leadership Foundations.** This five-day (2-unit) course, offered during the first week of the MBA Orientation Program, aims at having Anderson school MBA students see themselves and be seen by others as potential leaders of business (and non-business) enterprises. The course not only exposes students to leading leadership frameworks, it immerses them in a sequential set of experiential activities aimed at diagnosing and developing their leadership capabilities. These activities include an individual and group leadership diagnostic instrument, a dyadic negotiation to resolve conflict, theatre-based improvisational exercises to enhance organizational creativity and innovation, a team-building leadership odyssey, a survival simulation, a multi-part leadership case, and lunchtime conversations with members of the School’s Board of Visitors.

The final output of the Leadership Foundations course is a written leadership map, submitted by each student, that states the student’s leadership aspirations, summarizes his/her leadership strengths and weaknesses based in part on leadership assessment data obtained during the course, and specifies an initial leadership development plan for the student’s two-year Anderson School experience. Each of the five sections of Leadership Foundations is taught by an Anderson School faculty member assisted by two second-year MBA student section leaders.

**Management Core.** The Management Core, consisting of ten courses (40 units), covers the major disciplines and functional areas of business during three quarters of intense study. This rigorous learning experience ensures that all students have a solid grounding in business fundamentals and prepares students for advanced study in areas of their own choosing. In the core, MBAs are assigned to sections of 65 students, developing strong teamwork skills within their cohorts. These relationships often continue throughout advanced study.

**Electives.** Consisting of 12 courses (46 units), electives constitute approximately half of the MBA curriculum and offer students enormous flexibility. Nine of these courses (34 units) must be selected from Advanced Electives [see Selected Elective Courses, p. 14]. Using Advanced Electives, MBA students customize the curriculum to meet their career interests and goals by emphasizing one or more of the following functional and specialty areas [see Areas of Studies, p. 12]:

- Accounting
- Decisions, Operations, and Technology Management
- Communications, Media, and Entertainment Management
- Entrepreneurial Studies
- Finance
- Global Economics and Management
- Human Resources and Organizational Behavior
- Information Systems
- Marketing
- Policy
- Real Estate

Three courses (12 units) are considered Free Electives and may be selected from advanced management courses or from upper-division and graduate courses in other departments at UCLA. In certain cases, post baccalaureate degree work taken at other institutions and not counted toward the requirements of any other degree may be used for Free Elective credit. Up to two courses (8 units) of independent research also may be applied toward the Free Elective requirement. Students should consult the MBA Student Handbook for details on unit requirements and limitations on Advanced and Free Electives.

**Applied Management Research Project.** Applied Management Research (8 units) is the final, professional requirement of the UCLA MBA Program and lasts for two quarters during the second year. Teams of MBA students complete an original applied research project that integrates and expands students’ capacity to solve complex business problems. Each team chooses a project
from among three options: (1) Management Field Study, (2) Business Creation, or (3) Special Project.

Management Field Study teams complete strategic projects for companies secured by UCLA Anderson School of Management or arranged by the team independently, with program approval. Teams work closely with management to define and analyze difficult organizational and competitive problems and make recommendations for action.

Business Creation projects may be conducted by a select number of teams that wish to execute an approved business plan. Teams test their business plan assumptions by establishing a business.

Special Projects are more research-oriented projects, among others for students who already have significant prior experience in managing engagements with clients. Special projects are performed under close supervision of a faculty member, and are usually aligned with faculty research interests. Examples have included studies into microfinance in various countries, a study of the impact of digital distribution on the entertainment industry, and studies of project management approaches in entertainment and construction.

ACADEMIC CENTERS
UCLA Anderson’s specialized academic centers support faculty research and sponsor both interdisciplinary sequences of courses and extracurricular activities and conferences. They also provide varied opportunities for continuing education and contact among scholars, students, and industry leaders with similar interests. The integration of research, coursework, innovative programs, and the activities of student organizations assures that UCLA Anderson MBAs develop a clear understanding of management and of their roles as leaders.

Globalization
UCLA Anderson School of Management has built a reputation as a leader in globally focused management education. Anderson faculty are involved in a wide range of internationally oriented research and consulting activities. The international perspective positions Anderson MBAs at the forefront of global business activities.
CIBER encourages a global perspective on business through participation in a network of 30 centers, established to improve the global competitiveness of U.S. corporations through international education, research, and training. CIBER strengthens the international focus of the UCLA Anderson MBA curriculum by supporting a strong slate of international visiting professors and students, offering training in the Spanish and Chinese languages for business purposes, and furthering opportunities for study abroad. The Advanced International Management Program, for example, gives participants in-depth exposure to international business practices, culture, and language [see International Programs, p. 18]. CIBER also works closely with the student-led International Business Association (IBA) and other international clubs to support international speakers, business study tours, internships, and field studies.

Entrepreneurship

Long known for encouraging a spirit of entrepreneurship among its students, UCLA Anderson enjoys the reputation of having one of the world’s premier entrepreneurial programs. Whether Anderson MBAs want to start a new business, develop a new product idea, or grow an existing business, they can choose from more than a dozen courses designed specifically to train entrepreneurs, as well as participate in unique experiential programs.

Harold Price Center for Entrepreneurial Studies (Price Center). In 2005, UCLA Anderson was once again ranked 1st in Entrepreneurship, worldwide, by the Financial Times for the fourth consecutive year. The Price Center develops entrepreneurial courses and research programs and supports extracurricular activities with an entrepreneurial focus. The members of the entrepreneurial studies faculty have successfully owned, managed, and advised growing companies. The Price Center encourages MBA students to gain general management skills through the Management Core and to use elective courses to learn skills and methodologies useful to managers who have responsibility for creating new enterprises and renewing existing ones. [See Selected Entrepreneurial Opportunities, above, and Selected Elective Courses, p. 14.]

The Richard S. Ziman Center for Real Estate. The Ziman Center builds on three UCLA Anderson strengths: a world-class finance faculty, the UCLA Anderson Forecast, and the Price Center. The center supports the development of curricular and research programs that examine the financial aspects of real estate and the management techniques particular to the real estate industry. Strong ties to the business community and innovative extracurricular activities connect students, alumni, and industry leaders.

Technology

Management is increasingly information intensive, and rapid changes in information technologies give rise to a
The Knapp New Venture Proposal Competition provides students with an opportunity to present formal business plans, sharpen their writing and presentation skills, and receive critiques from professional investors and successful entrepreneurs. Plans are judged on concept definition, feasibility, and market potential. Finalists are eligible for cash awards.

The Larry Wolfen Entrepreneurial Spirit Award enables students to conduct a feasibility study on a new venture during the summer between their first and second years in the MBA program, providing a stipend to cover summer living expenses. Students present the results of their research to classmates during their second year at UCLA Anderson.

continually changing business landscape. UCLA Anderson’s technology-focused centers sponsor courses and other activities that address these trends.

Entertainment and Media Management Institute. This Institute focuses on the accelerating change and uncertainty in the entertainment and media industries, both in our Southern California home and around the world. It brings together distinguished professionals, students, and researchers to embrace new ideas on how companies and executives can manage and thrive in the face of transforming business models. The Institute hosts research, industry events, and MBA courses that examine the increasingly complex entertainment sectors and convergence with new forms of media. Its activities and extensive alumni network present UCLA Anderson MBAs with unique opportunities to explore a wide array of career paths and build lifelong networks.

Center for Management in the Information Economy (CMIE). One of the very few centers of its kind in the nation, CMIE supports faculty research into the impact of new technologies on the management of companies in all industry sectors. Topics range from the effect of information technologies on supply chains to the globalization of information industries.

UCLA Anderson Forecast. For 50 years, the UCLA Anderson Forecast has provided forecasts for the economies of California and the United States. It is a leading independent economic forecast providing insight to decision makers in business, academia and government. The Forecast strongly supports management education through formal teaching, supervision of MBA field study projects, and training Ph.D. students in advanced econometric model building and forecasting methods.

THE ROSENFELD MANAGEMENT LIBRARY
UCLA Anderson School of Management’s Rosenfeld Management Library houses the management library, special collections, online systems, and other services that are of particular value to MBA students for course assignments, field studies, and career research. The library’s resources include 157,000 volumes on business and management; access to 50 site-licensed online and CD-ROM databases; and nearly 2,800 business and management journals, periodicals, and newspapers. The scholarly resources of the entire UCLA library system, which is ranked among the top five university libraries in the nation, are also available to UCLA MBA students and faculty.
Areas of Studies

UCLA Anderson School of Management offers courses in the full range of management areas of study. Interdisciplinary areas involve more than one area or department and also provide for related study and extracurricular activities. UCLA Anderson MBAs may choose an emphasis from among the areas described below or create an individual emphasis from several fields to support their interests and career goals.

Accounting
Accounting is principally concerned with the generation and use of information to aid managers in making financial decisions. Accounting courses are divided into three primary areas: financial accounting, management accounting, and taxation. Financial accounting pertains to information provided to external users of corporate financial statements, and is important in investment banking, investor relations, mergers and acquisitions, and other finance-related careers. Management accounting emphasizes information used within a firm for budgeting, performance evaluation, product pricing, and cost control and is particularly useful for those pursuing careers in marketing, operations management, and consulting.

Decisions, Operations, and Technology Management (DOTM)
The DOTM curriculum focuses on operations management in the service and manufacturing sectors as the primary means for executing strategy, emphasizes the critical importance of operations to the firm’s competitive success, and explores the connections at the firm level to other key organizational functions such as design, finance, and marketing. Based on foundational concepts and tools from economics, quantitative methods, and information technology, DOTM seeks to combine the process view of operations with analytical approaches to prepare students for a variety of career opportunities in consulting, financial services, high-technology, manufacturing, retail, and entrepreneurial ventures.

Entertainment Management
Open to all students, the entertainment management curriculum takes maximum advantage of UCLA Anderson’s location in Southern California, the media capital of the world, to offer a customizable suite of courses, speakers, events, internships, and field studies in film, television, music, theme parks, sports, and new media. Students choose courses emphasizing entertainment and media from within the MBA curriculum, as well as targeted electives from the Producers Program in the UCLA Department of Film and Television.

Entrepreneurial Studies
General management skills, the abilities most often cited by entrepreneurs as essential to their success, are thoroughly developed in the Management Core taken
by all MBA students. The goal of the entrepreneurial studies emphasis is to teach the skills and methodologies useful to managers who are responsible for creating new wealth. Emphasis is placed on the concept of opportunistic management as the practice of innovation and also on experiential opportunities, such as internships and extracurricular activities.

**Finance**

Finance deals with the national and international capital markets, where financial assets are created and traded. This area of study emphasizes pricing, options and futures, money, inflation, interest rates, and exchange rates and is concerned with corporate financial practices, such as dividend policy and leverage. Finance also addresses the entire management of financial institutions, such as banks, pension funds, and insurance companies. Graduates are prepared for a wide range of career opportunities in varied organizations.

**Global Economics and Management**

The global economics and management curriculum focuses on the decision-making process of economic agents such as firms, consumers, and the government, as well as on how the economic environment at the national and international levels affects management decisions. Emphasis is on the global economy and the effects of the policies of other nations on the economic environment. Included are such issues as pricing, conflict resolution, balance of payments, interest-rate arbitrage, and exchange-rate dynamics, and the effects of these on international business strategy and policy.

**Human Resources and Organizational Behavior**

The effective management of human resources and organizational behavior concerns general managers and specialists seeking career opportunities in human resource departments in all organizational settings. This area focuses on people in changing organizations and on efforts to enhance both the quality of organization members’ lives and their effectiveness as individuals and as members of groups.

**Information Systems**

Modern organizational design and management decision-making rely heavily on computer- and communications-based information systems (IS). This area of study emphasizes current information technology and its organizational application and management to prepare students for careers in technically oriented consulting, IS management, and related product development and marketing.

**Marketing**

The marketing function is critical to the success of any organization. UCLA Anderson’s marketing curriculum provides a comprehensive view of the basic concepts, techniques, and tools for developing marketing strategies and programs. Analysis of consumer groups, products and services, promotions, pricing, and other considerations in generating sales help managers prepare for careers in new product development, advertising, consulting, and brand, product, or sales force management.

**Policy**

The management policy area is concerned with fashioning effective policies in a wide variety of contexts: bargaining and negotiation, corporate functions, technology, business strategy, corporate strategy, and public policy. Particular attention is given to intellectual property, antitrust laws, standard setting, and regulation. Skills in policy analysis, creation, and implementation lead to top management consulting, advisory, and senior management careers.

**Real Estate**

The real estate concentration reflects the view that real estate is a multidisciplinary endeavor, the activities of which are increasingly being integrated into mainstream capital markets. The concentration draws upon all resources of UCLA Anderson, especially its finance course offerings. Strong ties to the business community provide students with direct contact with industry leaders and potential employers through courses, programs, and extracurricular activities.

---

**Sarah Johnson, 2005**

BA, Art History, Brown University

*Past Employment:* Merchandiser, Ann Taylor Loft, New York, NY

*Current Position:* Marketing Associate, Nestle USA, Glendale, CA

Coming from a non-traditional MBA background, the classes offered in the Management Core provided a solid framework for analyzing business strategies and making sound and thorough recommendations. As our section’s Academic VP, I had the opportunity to interact with our professors and to serve as an advocate for our section in all issues regarding academics. It was encouraging to see how receptive the administration is to student concerns and how quickly they react to make improvements.
Selected Elective Courses

A sampling of elective courses offered in 2003–2005 is listed below by area. For a comprehensive course listing, visit www.mba.anderson.ucla.edu.

Accounting
Advanced Financial Accounting
Corporate Financial Reporting
Financial Statement Analysis
International Accounting
Management Accounting
Strategic Cost Systems

Decisions, Operations, and Technology Management

Functional Electives:
Advanced Entrepreneurial Operations
Business and the Environment
Global Operations Strategy
Managing Entrepreneurial Operations
Managing Service Operations
Supply Chain Management
Technology Management

Methodology Electives:
Decision Sciences Models I and II
Game Theory
Intermediate Probability & Statistics
Managerial Model Building

Entertainment Management
Advertising and Integrated Marketing
Entertainment Law: The Film Industry
Entertainment Strategy
Institutional Issues and Change in the Entertainment/Communication Industries

Entrepreneurial Studies
Business Plan Development
Corporate Entrepreneurship
Entrepreneurship and Venture Initiation
Financing the Emerging Enterprise
Law for Entrepreneurs
Managing Entrepreneurial Organizations
Small Business Management
Social Entrepreneurship

Finance
Corporate Valuation
Financial Institutions
Financial Management of Multinational Corporations
Fixed-Income Markets
International Financial Markets

Investor Psychology and Financial Markets
Nonprofit-Sector Financial Policy
Options Markets
Profit-Sector Financial Policy
Security Analysis and Investment Management
Takeovers, Restructuring, Governance
Theory of Exchanges under Uncertainty
Venture Capital

Global Economics and Management
Currencies and Business Decisions in the Global Economy
Econometrics and Business Forecasting
Economics of Decisions
Elements of Economic Organizations
Global Emerging Markets Issues
International Business Economics
International Business Negotiations
International Business Strategy
The Global Economy
Turning Numbers into Knowledge

High-Technology Management
Beyond the Internet
Competitive Strategy and the Internet
High-Tech Marketing
Networks and Electronic Commerce
Strategy for Information-Intensive Industries
Strategy in the Digital Economy
The Information Economy
The Next Five Years of the Internet

Human Resources and Organizational Behavior
Advanced Studies in Human Resource Management
Individuals and Groups in Human Systems
Labor Markets and Public Policy
Labor Relations: Process and Law
Leadership, Motivation, and Power
Managing Teams in Organizations
Managing the Challenges of Diversity Negotiations Behavior
Organization Design
Pay and Rewards in Organizations
The Art of Critical Thinking

Information Systems
Information Systems Development
Information Systems Management
Information Systems Technology
Networks for Information Systems

Marketing
Advertising and Marketing
Communications
Brand Management
Consumer Behavior
Customer Information Strategy
Management in the Distribution Channel
Market Assessment
Marketing Models and
Market Response Analysis
Marketing Research: Design and Evaluation
Marketing Strategy and Planning
One-to-One Marketing
Price Policies
Product Management
Product Strategy in the Digital Economy
Strategic Marketing for New Ventures

Policy
Corporate Strategy of Sustainable Development
Growth, Science, and Technology
Negotiations Analysis
Research and Development Policy
Technology Strategy

Real Estate
Entrepreneurial Real Estate Development
Entrepreneurial Real Estate Investment
Real Estate Investment and Finance
Sources, Uses, and Flows of Real Estate Capital
Urban Real Estate Financing

Special Topics in Management
Analysis and Communications
Business and the Environment
Competitive Intelligence
Crisis Management
Ethical Considerations in Management
Frontiers in Biotechnology
Law and the Net
Management Consulting for Organizational Transitions
Politics, Ethics, and Business
Analytical thinking requires balance among the questions, the frameworks, and the data.

Edward E. Leamer, Faculty, Global Economics and Management
J. Chauncey Medberry Chair in Management, Director, UCLA Business Forecast, PhD, University of Michigan, 1970

My goal in a classroom is to reawaken the child. I try to make the environment safe and the lessons reasonably accessible, and then I turn it over to the students, just as their parents did many years ago. This is education, not training.

Children are natural problem solvers. At a science museum they move from apparatus to apparatus, learning how each works. If they can’t figure it out, no problem—they try something else and return again later. There is no self-consciousness and no failure.

We adults are terribly self-conscious, and we desperately fear failure; we work within our comfort zones and avoid unfamiliar and ambiguous tasks. We long ago lost that childhood curiosity and the incredible learning that goes with it.

Beyond curiosity and a lack of self-consciousness, analytical thinking requires balance among the questions, the frameworks, and the data. We need clearly expressed business questions and well formed frameworks, but we also need to tap into the incredible textual and numerical data set that sits on all our desks in the form of Internet access. Data are summarized with pictures, words, and numbers. Humans are best at processing pictures, pretty good with words, and not so good with numbers. That’s why I tell my students they need good pictures and good stories to convey their findings effectively.
AFRICA AND THE MIDDLE EAST
Recanati Graduate School of Business Administration, University of Tel Aviv, Tel Aviv, Israel
University of Cape Town, Cape Town, South Africa
University of the Witwatersrand, Johannesburg, South Africa

ASIA
Asian Institute of Management (AIM), Manila, Philippines
China Europe International Business School (CEIBS), Shanghai, China
Chinese University of Hong Kong, Shatin, Hong Kong, China
Hitosubashi University, Tokyo, Japan
Hong Kong University of Science and Technology (HKUST), Clear Water Bay, Hong Kong, China
Indian Institute of Management, Ahmedabad, India
Indian Institute of Management, Bangalore (IIMB), Bangalore, India
Keio University, Yokohama, Japan*
Kobe University, Kobe, Japan*
National University of Singapore, Singapore
Tsinghua University, Beijing, China
Waseda University, Tokyo, Japan*
Yonsei University, Seoul, South Korea

AUSTRALIA/NEW ZEALAND
Australian Graduate School of Management (AGSM) at the University of New South Wales and the University of Sydney, Sydney, Australia
Melbourne Business School, Melbourne University, Melbourne, Australia
Victoria University of Wellington, Wellington, New Zealand

EUROPE
Budapest University of Economics, Budapest, Hungary
Copenhagen Business School, Copenhagen, Denmark
Escuela Superior de Administración y Dirección de Empresas (ESADE), Barcelona, Spain
HEC School of Management, Jouy-en-Josas, France
Instituto de Empresa (IE), Madrid, Spain
IES Business School, University of Navarra, Barcelona, Spain
Lausanne University, MFB Programme, Lausanne, Switzerland
Norwegian School of Business and Economics, Bergen, Norway
Rotterdam School of Management, Erasmus Graduate School of Business, Rotterdam, Netherlands
SDA Bocconi University, Milan, Italy
St. Gallen University, St. Gallen, Switzerland
Stockholm School of Economics, Stockholm, Sweden
Université Catholique de Louvain, Louvain, Belgium
University of Economics, Prague, Prague, Czech Republic
Universidade Nova de Lisboa, Lisbon, Portugal
Vienna University of Economics, Vienna, Austria
Warsaw School of Economics, Warsaw, Poland
WHU-Koblenz School of Corporate Management, Koblenz, Germany

LATIN AMERICA
Centro de Estudios Macroeconomicos de Argentina (CEMA), Buenos Aires, Argentina*
COPPEAD/UFRJ, Federal University of Rio de Janeiro, Brazil*
EGADE (ITESM), Monterrey, Mexico
Escuela de Administración de Negocios para Graduados (ESAN), Lima, Peru*
Fundação Getúlio Vargas, Escola de Administração de Empresas de São Paulo, São Paulo, Brazil*
Instituto de Altos Estudios Empresariales (IAE), Universidad Austral, Pilar, Argentina
Instituto de Estudios Superiores de Administración (IESA), Caracas, Venezuela*
Instituto Tecnológico Autónomo de México (ITAM), Mexico City, Mexico
Pontificia Universidad Católica de Chile (PUC), Santiago, Chile*

* Language proficiency is required, as classes are not offered in English.
I gained exposure to many different cultures and broadened my understanding of the global economy during my two years at UCLA Anderson. While at Anderson, I studied abroad for a quarter at the ESADE School of Business in Barcelona and also had the opportunity to travel with 30 other Anderson students to Beijing and Shanghai over Spring Break to experience a new culture and visit several companies.

Jim Baudino, 2004
BSE, Industrial & Operations Engineering, University of Michigan
Previous Position: Product Manager, pMDsoft, Inc., Atlanta, GA
Current Position: Graduate Management Associate Program,
Toyota Motor Sales, Torrance, CA
UCLA Anderson affords each student the opportunity to take advantage of classes or extracurricular activities specific to his or her individual interests. During my first quarter at Anderson, I was introduced to the possibility of pursuing a joint MBA/Master of Public Policy degree. After more investigation, I decided the dual degree program was a perfect fit with my career goals. Potential employers have repeatedly stressed the competitive advantage that I’ll gain by having a dual degree in my chosen field of international economic development.

Thus far my best experience at Anderson has been my Applied Management Research Project. We developed a credit scoring model for a microfinance institution in Nicaragua. The Center for International Business Education and Research (CIBER) generously funded the entire project, including important field research in Nicaragua over spring break. It was a fantastic opportunity to both apply the new skills I’ve learned at Anderson and meaningfully assist an organization that is making a difference in the lives of underserved Nicaraguans.

Genevieve Juillard, 2006
BS, Resource Management and BA, Geography, UC Berkeley
Previous Position: Operations Administrator, Exclusive Imports, Inc., Los Angeles, CA
Summer Internships: Summer Intern, Community Banking Strategy Group, Wells Fargo, San Francisco, CA; Public/Private Alliance Builder, United States Agency for International Development (USAID), Washington, D.C.

SPECIAL PROGRAMS
International Programs
UCLA Anderson MBAs with international interests may choose from among several programs that focus on global business activities.

International Exchange Programs. UCLA Anderson’s International Exchange Programs provide many opportunities for MBA students to participate in academic exchange partnerships with premier universities abroad. Currently, 50 to 60 second-year MBA students enroll in these programs each year, usually in the Fall Quarter. UCLA Anderson is a member of the Program in International Management (PIM), a consortium of management schools that facilitates student and faculty international exchange.

Advanced International Management (AIM) Program. The Advanced International Management (AIM) Program allows students to create a program tailored to their needs by choosing from among the many international opportunities offered by UCLA Anderson. Students declare their intention to participate in the AIM Program by the end of the first year of MBA studies. AIM students are active participants in seminars and other programs with business, government, and academic leaders from around the world. A select group of AIM Program participants will be chosen to work closely with Anderson faculty members to synthesize and disseminate cutting-edge research to the international business community.

AIM students must take the course The Global Economy and three additional international electives, as well as undertake an Applied Management Research Project with international content. In addition, AIM program participants must complete one of the following options: intensive language training, an international internship, or an international exchange.

MBA Enterprise Corps. The MBA Enterprise Corps recruits recent MBA graduates to collaborate in the management of developing enterprises, principally in Central Europe and Southeast Asia. The one-year assignment includes round-trip transportation, a stipend, language training, an intensive orientation program, and placement assistance.

UCLA Anderson MBAs with international interests may choose from among several programs that focus on global business activities.
**Concurrent Degree Programs**

Some UCLA Anderson MBAs combine work in other professional fields and academic disciplines on the UCLA campus with their MBA studies in order to earn both an MBA degree and a graduate degree in another field. Ten concurrent degree programs are currently available:

- **MBA/DDS** with the School of Dentistry (five years)
- **MBA/JD** with the School of Law (four years)
- **MBA/MD** with the School of Medicine (four to six years)
- **MBA/Master of Computer Science** with the School of Engineering and Applied Sciences (three years)
- **MBA/Master of Latin American Studies** with the Latin American Studies Department (three years)
- **MBA/Master of Library and Information Science** with the School of Education and Information Studies (three years)
- **MBA/Master of Public Policy** with the School of Public Policy and Social Research (three years)
- **MBA/Master of Nursing** with the School of Nursing (three years)
- **MBA/Master of Public Health** with the School of Public Health (three years)
- **MBA/Master of Urban Planning** with the School of Public Policy and Social Research (three years)

UCLA Anderson and the other UCLA schools and departments make independent admissions decisions on all concurrent degree program applicants and have different application deadlines. Please visit www.mba.anderson.ucla.edu for further details.

**Other Partnership Programs**

UCLA Anderson now offers two specialized programs designed to address environmental and political issues as these affect managers and the practice of management.

**Emphasis in Corporate Environmental Management.** A series of courses offered at five University of California campuses, this program includes additional core and elective courses and a field study. The associated Virtual Center for Environmental Management offers MBA students the opportunity to become involved with corporate and academic partners worldwide in a variety of activities, including environmental electives, curriculum development, research projects, conferences related to business and the environment, and participation in UCLA’s Institute of the Environment.

**Washington Campus Program.** A week-long program held in Washington, D.C. in late June, the Washington Campus Program is designed for MBA students who have completed one year of study and want to gain firsthand experience with the political and economic issues inherent in business and government relationships.
UCLA Anderson has not only challenged me academically but also has opened more doors than I knew existed. I have had ample opportunity to learn inside and outside the classroom. Through the Entrepreneurs Association’s TEC (The Executive Committee) on-Campus program I have had the unique opportunity to meet CEOs in an intimate environment that fosters candid questions and sharing. We learned the inside story of how these amazing leaders brought their vision into reality.

Like all students here, I’ve also embraced opportunities to give back to the community. I’ve had the pleasure of being a mentor to an impressive high school student through the Riordan Scholars program and became president of the Latino Management Students Association (LMSA). LMSA is a valuable organization that enhances career development while keeping a fun, familial feel amongst the members.

I am also active in the Anderson Real Estate Association (AREA) and was part of the NAIOP (National Association of Industrial and Office Properties) competition in the spring. Our team met with dozens of real estate developers, financiers, and marketers in every field of real estate. It was truly an amazing adventure: exhausting, exciting, and eye-opening.
Join a community based on spirit, teamwork and achievement. When asked what they value most about UCLA Anderson School of Management, MBA students are virtually unanimous: “The people!” Teamwork, whether in academic courses or extracurricular activities, is an integral part of daily life at UCLA Anderson and is the foundation of academic study. From orientation to graduation and beyond, the faculty, administration, students, and alumni all work toward a common goal: the preparation of UCLA MBAs to excel as management professionals. By emphasizing teamwork, Anderson encourages students to value both their own individuality and that of others, and to experience the power that varied perspectives bring to effective decision-making.
UCLA Anderson’s extracurricular activities also involve students in working together, whether in organizing the many industry-oriented firm nights, producing the annual talent show, or scheduling site visits to meet the CEOs of start-up companies. Through varied activities and events, students develop new leadership skills and interact with leading members of the business community who visit campus as speakers and mentors.

**STUDENT CLUBS AND ASSOCIATIONS**

**Anderson Student Association (ASA).** ASA takes responsibility for outreach to the business community. The association builds relationships among students, faculty, alumni, and members of the business community and oversees the many student-run professional and social clubs. All UCLA Anderson students are members of ASA and elect its officers. Representatives also work with faculty and administrators on matters related to improving students’ academic experience.

Through membership in ASAs more than 30 clubs and associations, MBA students learn more about career options in every management field and make contact with helpful individuals who are already working in their chosen industries. Clubs and associations also play an important role in the career-search process.

**VOLUNTEER COMMITMENTS**

UCLA Anderson students are proud of their long-standing tradition of volunteerism and giving back to the community. Through ASA’s Anderson Outreach, students contribute both money and time to varied community service efforts, including the Junior Achievement Program and Habitat for Humanity, and to mentoring and fundraising programs such as Challenge for Charity and the Riordan Scholars and Fellows Programs. Students also help one another by volunteering as tutors in areas in which they have experience or by serving as mentors for incoming MBAs. This tradition of commitment to community and service extends into Anderson graduates’ personal and professional lives.

**NETWORKING EVENTS AND INTERACTIVE OPPORTUNITIES**

ASA designs programs to help students explore career opportunities and enhance their networks of professional relationships.

**Day-on-the-Job (DOJ).** These events, held in key U. S. cities and companies, allow UCLA Anderson students to visit senior executives and gain insight into the daily workings of firms through one-on-one interactions, presentations, and facility tours.

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**Julie Herckis, 2006**

*BA, History, Northwestern University*

**Previous Position:** Marketing Manager, Starlight Starbright Children’s Foundation, Los Angeles, CA

**Summer Internship:** Marketing Intern, Telecom Strategy, American Express, New York, NY

Julie Herckis’s camaraderie among Anderson students was one of the reasons I felt UCLA Anderson was a fit for me. I was looking for a school that was small enough that I could know my whole class, be involved in a number of activities, and that was located in a large metropolitan area with strong ties to business. UCLA Anderson offered me all of those things, plus a body of highly intelligent, fun-loving students I felt comfortable spending most of the next two years with.

This past spring the Latin American Business Association (LABA) organized a spring break trip to Santiago, Chile and Buenos Aires, Argentina. The trip was a great chance to explore how businesses are run in Latin America and to get to know Anderson students outside of my section. This is just one example of the seemingly endless opportunities Anderson offers to develop relationships with people across all business sectors and countries. These connections will be invaluable to me as I reenter the workforce and progress along my career path.
Career Nights. Scheduled throughout the year, Career Nights focus on different management areas, including corporate finance, entertainment and media, entrepreneurship, investment and commercial banking, consulting, marketing, operations and technology, venture capital, social entrepreneurship, and real estate. At these round-table events, UCLA Anderson students discuss business issues and career opportunities with executives.

Distinguished Speakers Series. Through the Distinguished Speakers Series, prominent business leaders are invited to campus to discuss their management philosophies and career paths.

Alumni Interchange. This program offers MBAs the opportunity to have informal, roundtable discussions with UCLA Anderson graduates concerning career options and job search strategies.

All members of the Anderson community, including alumni, attend the annual Exemplary Leadership in Management Award Dinner. Past honorees and speakers have included Kent Kresa, chairman of Northrop Grumman Corporation; Eli Broad, chairman of SunAmerica, Inc.; William Gross, chief investment officer, founder, and managing director of PIMCO; Craig Bartlett, chairman and CEO of Intel; Michael D. Eisner, chairman and CEO of The Walt Disney Company; Robert A. Swanson, co-founder and former CEO of Genentech, Inc.; Scott G. McNealy, chairman, president, and CEO of Sun Microsystems, Inc.; Herb Kelleher, chairman, president, and CEO of Southwest Airlines; John Sculley, past chairman and CEO of Apple Computer, Inc.; and Sherry Lansing, former chairman of Motion Picture Group of Paramount Pictures.*

*Titles reflect executive’s position at the time of the award presentation.
Anderson’s emphasis on hands-on work with real businesses made my MBA experience exceptional. Anderson helped me to explore my interests in start-ups and technology, just as it supported many of my classmates in their more traditional MBA career paths of finance, marketing or consulting.

The most interesting projects I did were with growing businesses. For my Applied Management Research project, my classmates and I worked on a market expansion analysis for the Center for Autism.

By taking the business plan development class I helped launch and obtain funding for a high-tech start-up. We met numerous venture capitalists by competing in business plan competitions. Winning the national Rice Business Plan Competition and the UCLA Anderson Knapp Venture Competition were highlights of my Anderson experience.

As I focused on my job search, the coaching from the career services was exceptional. One counselor even gave me his home phone number so I could call throughout the final stages of the process with Google. I left Anderson with three job offers, including one from Google, which I accepted!
Early on in life I learned that I could not be truly effective in accomplishing goals without the support of people around me. I have found that the UCLA Anderson culture is one that is extremely collaborative and that it extends beyond the students to include the faculty, staff and alumni. For example, I have been able to reach out to various Anderson alumni to seek advice on how I should pursue my professional goals. Before I officially started Anderson, I was able to have multiple informational interviews with alumni. This helped me determine what companies I should target in my internship search as well as gave me the opportunity to expand my professional network.

In addition to the culture, I was attracted to Anderson for their extensive international exchange program. I have decided to study in Johannesburg, South Africa, this upcoming fall. Having the opportunity to live and study abroad is important to my personal development and self realization.
Successful careers don’t just happen; they result from careful investigation and planning. UCLA MBAs consult the Parker CMC Intranet, a comprehensive source of job-search information that covers everything from conducting self-assessment and research to interviewing and negotiating offers.

Self-assessment is the foundation of the entire job-search process and the key to job satisfaction. The Parker CMC Intranet provides specific exercises to use in self evaluation and in setting career direction, along with valuable examples that can aid MBAs in refining resume and cover letters and sharpening interview skills. It also supports research into industries, companies, job functions, and specific corporate cultures and helps MBAs access networking partners. In implementing career plans, MBAs meet with potential employers at corporate and club events, workshops, and interviews. The Parker CMC Intranet gives MBA students the tools they need to prepare for these interactions.

Parker CMC resources for career planning and job searches include

- Employer briefings, receptions, and presentations
- Campus interview program
- Parker CMC Classifieds
- Resume books and resume review service
- Individual counseling and advising
- Workshops
- Career coach program
- Mock interview program
- Career Resource Center
- Online resources, including the Alumni Database and CMC Intranet
- Student support groups such as Anderson Career Teams (ACT) and Success Now

The Parker CMC’s approach to helping UCLA Anderson MBAs establish new careers has consistently met with demonstrable success. Employers appreciate the team spirit, entrepreneurial perspective, intelligence, and leadership capabilities of UCLA MBAs and are eager to employ them.

The Parker CMC provides a variety of services to encourage and enable recruiters to meet and interview Anderson MBA students. The Campus Recruiting Program provides several thousand interview opportunities each year. In addition, the Parker CMC provides targeted recruiting options to enable employers to reach MBA students, including resume collections and online job postings. In 2004-2005, prospective employers advertised nearly 2,900 positions on the Parker CMC’s job-posting website.

All of the Parker CMC’s relationships with MBAs and employers are built on the school’s commitment to professionalism, quality, and the highest ethical standards. It is expected and assumed that students will honor these same commitments in their interactions with the Parker CMC staff, recruiters, employers, other students, and the broader UCLA Anderson community.
Industry Destinations:
Recent UCLA Anderson Graduates

- Financial Services 28.9%
- Consulting 13.6%
- High-Tech 9.3%
- Entertainment 8.3%
- Consumer Products 6.6%
- Real Estate 6.0%
- Pharmaceutical/Biotech/Medical Devices 4.8%
- Venture Capital 3.7%
- Health Care Services 3.0%
- Automotive/Transportation Equipment 2.6%
- Other 13.2%

Companies Recruiting at UCLA Anderson

Please visit our website for a complete listing: www.mba.anderson.ucla.edu

Aerospace
Honeywell
Lockheed Martin Corporation
Northrop Grumman Corporation
Raytheon Company
The Boeing Company
TRW, Inc.

Automotive/Transportation
American Honda Finance Corp.
Ford Motor Company
General Motors
Nissan Motor Corporation
Toyota Motor Corporation

Consulting
A.T. Kearney, Inc.
Accenture
American Management Systems, Inc.
Analysis Group, Inc.
Archstone Consulting
Arthur D. Little
Bain & Company, Inc.
Booz•Allen & Hamilton Inc.
The Boston Consulting Group, Inc.
Cornerstone Research
Deloitte Consulting
DiamondCluster International
ECG Management Consultants, Inc.
IBM Global Services, Inc.

McKinsey & Company
Mercer
Monitor Group
Pittiglio Rabin Todd & McGrath
PricewaterhouseCoopers
Roland Berger Strategy Consultants

Entertainment/Sports
Time Warner
CBS Worldwide Inc.
CNN News Group
Columbia TriStar
DreamWorks SKG
E! Entertainment Networks
EMI Group
Fox Entertainment Group, Inc.
Harrah’s Entertainment, Inc.
Home Box Office
Los Angeles Dodgers
Mandalay Sports Entertainment
Metro-Goldwyn-Mayer Inc.
NASCAR
National Basketball Association
NBC Universal
The News Corporation
Paramount Pictures Corporation
Pixel Animation Studios
Saban Entertainment Ltd.
Sony Corporation
Sony Pictures Digital Inc.
Virgin Entertainment
Twentieth Century Fox
The Walt Disney Company
Univision
Warner Bros.

Finance
ABN AMRO Bank N.V.
AIG SunAmerica, Inc.
American Express Company
AvTech Ventures
Banc of America Securities, LLC
Barclays PLC
Barrington Partners LLC
Bear, Stearns & Co., Inc.
BNP Paribas
Brentwood Private Equity III, LLC
Citigroup Global Markets Holdings, Inc.
Columbia Management Company
Countrywide Financial Corporation
Credit Suisse First Boston Corporation
Deutsche Bank, AG
Dimensional Fund Advisors Inc.
Diversified Financial Management Group
Dresdner Kleinwort Wasserstein
East West Bank
El Dorado Ventures

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Europlay Capital Advisors, LLC
Fidelity Investments
GE Capital Services
The Goldman Sachs Group, Inc.
The HSBC Group
Houlihan Lokey Howard & Zukin
J.P. Morgan Chase & Co.
Kayne Anderson Rudnick Investment, LLC
Mellon Ventures, Inc.
Merrill Lynch & Co., Inc
Mission Ventures
Mizuho Financial Group
Morgan Stanley
Nicholas-Applegate Capital Management
Pacific Alternative Asset Management Company
Pacific American Securities, LLC
Pacific Corporate Group LLC
Pacific Investment Management Company (PIMCO)
Pacific Venture Group
Palomar Ventures
Payden & Rygel
Piper Jaffray & Co.
Provident Investment Counsel, Inc.
Prudential Capital Group
Prudential Financial
Prudential Volpe Technology Group
Putnam Investments
Roxbury Capital Management, LLC
Rustic Canyon Ventures
S.G. Cowen Securities Corporation
Shamrock Holdings, Inc
Thomas Weisel Partners LLC
Trist Company of the West
UBS Investment Bank
Visa International
Wedbush Morgan Securities
Wedge Capital Management LLP
Wells Fargo
William Blair & Company, LLC
Wiltshire Associates Inc.
The Yucaipa Companies

Food/Beverage
California Pizza Kitchen, Inc.
The Coca-Cola Company
Conagra Foods
Del Monte Foods
Dole Food Company, Inc.
E&J Gallo Winery
General Mills, Inc.
Ghiradelli Chocolate Company
Mars Inc.
Masterfoods USA
Nestlé USA
PepsiCo, Inc.
Starbucks Corporation
Sunset Growers Inc.
Taco Bell Corp.

Health Care
Allergan Inc.
Amgen Inc.
Apria Healthcare
Baxter Healthcare Corporation
Blue Shield of California
Bristol-Myers Squibb Company
DaVita, Inc.
Eli Lilly and Company
Genentech, Inc.
Guidant Corporation
Health Net
Immunex Corporation
Johnson & Johnson
Kaiser Permanente
LifeScan Inc.
Medtronic
Merck & Co., Inc.
Neurocrine Biosciences, Inc.
PacificCare of California
Schering-Plough Corporation
WellPoint Health Networks, Inc.
Tech
Activision
Amazon.com, Inc.
Apple Computer, Inc.
Applied Materials, Inc.
BEA Systems, Inc.
BizRate.com
Cisco Systems, Inc.
Computer Sciences Corporation
Covad Communications Company
Dell Computer Corporation
eBay Inc.
Electronic Arts Inc.
eCompanies, LLC
Epson America, Inc.
Google, Inc.
Hewlett-Packard Company
IBM/IBM Extreme Blue
Inktomi Corporation
Intel Corporation
Intuit Inc.
LG Electronics
Microsoft Corporation
Oracle Corporation
Overture Services, Inc.
PeopleSupport, Inc.
Qualcom Incorporated
Red Hat, Inc.
Siebel Systems, Inc.
Sun Microsystems, Inc.
ThQ Inc.
Wind River Systems, Inc.
Xerox
Yahoo! Inc.

Household/Personal Products
Abercrombie & Fitch
Avery Dennison Corporation
Black & Decker
The Clorox Company
Federated Department Stores, Inc.
Gap, Inc.
General Electric Company
Kal Kan Foods, Inc.
Limited Brands, Inc.
L’Oreal USA
Mattel, Inc.
Neutrogena Corporation
Nike, Inc.
The Proctor & Gamble Company
Reebok Ltd.
Schwartzkopf & Dep
Sony Corporation
Target Corporation

New Media/Telecommunications
AT&T Wireless Services
Conexant Systems, Inc.
Kyocera Wireless Corp.
Nextel Communication. Inc.
NTT DoCoMo, Inc.
SBC Communications, Inc.
Verizon Wireless

Not-for-Profit/Public
American Cancer Society
The Broad Foundation
Central Intelligence Agency
The Ford Foundation
Los Alamos National Laboratory
Public Broadcasting Service
The RAND Corporation
San Francisco Opera Association
United Nations
United States Treasury Department
World Vision
Yosemite National Institutes

Petroleum/Energy
BP p.l.c.
Chevron Texaco Corp.
Constellation Energy Group
Edison International
Itochu Corporation
PG&E Corporation
Russian Petroleum Investments
Sempra Energy
Unocal

Real Estate
American Realty Advisors
Capstone Advisors
Colonial Capital, LLC
Fairfield Residential, LLC
Grubb & Ellis Company
Green Street Advisors, Inc.
The Irvine Company
Jones Lang LaSalle IP, Inc.
KB Home
Kennedy Wilson, Inc.
Lennar Corporation
Lowe Enterprises, Inc.
Marcus & Millichap Company
Metlife Real Estate Investments
Pulte Homes, Inc.
Starwood Capital Group, LLC
Trammell Crow Company
When I graduated from UCLA Anderson in 1988, I never imagined I’d become the quintessential entrepreneur one day. In fact, I began my career in the corporate world at Hewlett-Packard as the worldwide product marketing manager for the DeskJet brand which became HP’s most consistently profitable business in the last decade.

After leaving HP in 1995, I launched PrintPaks Inc, a developer of multimedia craft kits for kids, with my classmate Iris Hillel. After reaching $11M in sales and producing 22 award-winning products in 8 countries, the company was sold to Mattel in 1998. I am currently engaged in a new venture with my long-time business partner, Rosie Welch. JamStart is a magazine aimed at preschoolers and I hope it will be as successful as PrintPaks.

I learned a tremendous amount about entrepreneurship through coursework and activities at Anderson and gained significant industry experience through my corporate work experiences. The methodical approach to developing products, the business model, and ultimately the exit strategy come directly from my Anderson experience. Choosing to attend UCLA Anderson was one of the best decisions I ever made.
Stay connected  UCLA Anderson alumni are leading and transforming many organizations around the world. On entering the MBA program at UCLA, Anderson students begin an enriching, lifelong relationship with members of UCLA Anderson Alumni. This worldwide community includes more than 33,000 corporate executives, entrepreneurs, consultants, film producers, high-tech innovators, financiers, and other professionals.

UCLA MBA students have many opportunities to interact with and learn from accomplished alumni through internships, mentor relationships, and the many events sponsored by student organizations.

Representing all 50 states and more than 100 countries, UCLA Anderson alumni support Anderson students and one another. Alumni expand their social and business networks by participating in regional alumni chapter events. At these events, Anderson graduates meet with visiting faculty and connect with members of the local community, business leaders, and business school graduates from other schools. Equally important, they give back to the Anderson community by contributing both time and financial resources to ensure that the high-quality education they received at UCLA Anderson School of Management will be available to future MBA students.
One would expect UCLA’s MBA program to be academically rigorous. What is unique and perhaps surprising about the program is the amount of group interaction that is demanded. This is, in fact, the single most important factor in doing the work, because getting the work done is impossible without collaboration.

Over the years, I’ve increasingly recognized that excellence in leadership flows from collaboration, and also that leadership is earned. I don’t believe one can legitimately seek out leadership. Rather, the honor to lead is earned by consistently demonstrating excellence and high standards and by caring for the development of those with whom you work.

I believe that successful leaders surround themselves with truly talented colleagues and then delegate responsibility. Good leaders are people of action who have a mission or vision and who are motivated to work with others to fulfill their goals. They’re optimistic and positive. They can simplify a problem and see the issues clearly. Perhaps most importantly, they are people who lead balanced lives in which they allow time to focus and to create a vision for themselves and their organizations.

When recruiting people for our organization, I look for seasoned individuals who demonstrate a strong work ethic, have a can-do attitude, and enjoy collaboration. I’m looking for people who are ready for the next big step in their professional development process. Basic business school skills, plus the life skills I’ve described, will create opportunities for significant leadership roles within a very few years.

Mark Zoradi, 1980
BA, Westmont, Economics and Sociology College
President, Buena Vista International Theatrical Distribution and Buena Vista International Home Entertainment

Good leaders are people of action who have a mission or vision and who are motivated to work with others to fulfill their goals.”
Anderson Alumni enjoy a wide array of programs and services. As our "alumni in residence," students can tap into alumni and experience the power of the Anderson Alumni network.

EVENTS
With more than 300 chapter and club events worldwide, there is ample opportunity to network with alumni. A sampling of annual events includes:

- Alumni mixer at Orientation
- Exemplary Leadership in Management Award Dinner
- Alumni Weekend Conference
- Picnics
- Workshops
- State of the School address
- Alumni Awards
- Industry Roundtables
- Economic Forecast
- Student club industry speakers
- Career Nights
- Personal Financial Planning Seminars
- Civic Leadership Initiatives
- Career Management workshops
- Diversity & Outreach activities
- Women’s Conference
- Reunions
- Film Festival
- Wine Tasting
- Sporting activities

ONLINE SERVICES:
- Calendar of Events
- Alumni Newsmakers
- Class/Reunion sites
- Regional/Club sites
- Online Alumni Database
- E-mail Distribution Lists
- Lifelong E-mail Forwarding
- News@Anderson Newsletter
- Alumni Career Resources

UCLA Anderson Alumni Network Includes:

Stewart W. Bainum, 1970
Chairman, Choice Hotels International, Inc.

Brian Becker, 1982
Vice Chairman and CEO, Clear Channel Entertainment

Michael Burns, 1982
Vice Chairman, Lions Gate Entertainment

Lynn Danielson, 1992
Chief Investment Officer (CIO), Northern Trust of California

Brian Farrell, 1978
CEO, THQ, Inc.

Laurence D. Fink, 1976
Chairman and CEO, BlackRock Financial Management Group

Louise Francesconi, 1978
President, Missile Systems, Raytheon Systems Company

John Harris, 1974
Senior Vice President, Nestle USA

William Gross, 1971
Founder, CIO, Pacific Investment Management Company (PIMCO)

Jeff Henley, 1967
Chairman, Oracle Corporation

Akinobu Kanasugi, 1967
President, NEC Corp.

Guy Kawasaki, 1979
CEO and Chairman, Garage Technology Ventures

Richard Kayne, 1968
President and CEO, Kayne, Anderson & Co.

Mitchell Kupchak, 1987
General Manager, Los Angeles Lakers

O. Kit Lokey, 1964
Chairman and Founding Partner, Houlihan Lokey Howard and Zukin

Christine McCarthy, 1981
Treasurer, Walt Disney Corp.

John Muse, 1974
Partner, Hicks Muse Tate & Furst

Bernardo Quintana, 1968
President and Director, Empresas ICA, S.A.

Ross Roeder, 1966
Chairman, CEO and President, Smart and Final

Nobutada Saji, 1971
Chairman, Suntory Limited

Bernee D.L. Strom, 1980
Executive Chairman, Ensequence

Thomas Wu, 1975
Chairman, Taishin International Bank

Laurie Younger, 1983
President, Buena Vista Worldwide Television Distribution
The decision to attend UCLA Anderson was important not only for me, but for my wife as well. Beginning with the array of activities offered for significant others (Sig O’s) during A-Days, we both got a sense that Anderson was a great fit. The students really do a great job of making Sig O’s feel included in the Anderson community, from social outings to volunteer events for C4C to various lectures and workshops. Joining the Joint Ventures group was a fantastic way for my wife and me to meet other couples and families. The group sponsors a variety of social, cultural, and networking events ranging from “Ethnic Dinners of the Month,” to career sessions held by the Parker Career Management Center.

Jeremy Kalan, 2005

BS, Engineering and BS, Economics, University of Pennsylvania

Previous Position: Senior Associate Consultant, Bain & Co., Chicago, IL and San Francisco, CA

Current Position: Consultant, Roll International, Los Angeles, CA
THE UCLA/L.A. CONNECTION

The UCLA campus is set in one of the leading residential areas of Los Angeles and is adjacent to Westwood Village, a student haven. The campus is easily accessed by car and public transportation from freeways and major thoroughfares. Theaters, sporting events, performances, and leisure activities are all available either within or just beyond the borders of the UCLA campus.

CULTURE AND RECREATION

Both Los Angeles and UCLA are located at an extraordinary cultural crossroads and require engagement with people of varied backgrounds and points of view. UCLA Anderson’s student population reflects the diverse population of the city of Los Angeles. Anderson MBA students find this diversity a strength both professionally and personally and enjoy getting together to share their cultural traditions with one another.

UCLA Anderson students take full advantage of UCLA’s outstanding recreational facilities, athletic and cultural events, art attractions, and library system, as well as special courses in other schools and departments. Athletic facilities include a full gymnasium at the John Wooden Center; squash, racquetball, and tennis courts; and many swimming pools. UCLA’s extensive recreational classes include aerobics, golf, tennis, sailing, windsurfing, and

Ching-Jen (James) Kan, 2004

BBA, Industrial Management, National Taiwan University

Previous Positions: Account Manager, Hewlett-Packard, Taipei, Taiwan
Summer Internship: Summer Intern, Sony Electronics, Tokyo, Japan
Current Position: Associate, McKinsey & Co., Taipei, Taiwan

Coming from Taiwan I experienced a bit of culture shock in my first few months at UCLA Anderson. I found the best way to overcome this culture shock was to immerse myself in group activities such as study groups, clubs, and social events. I was determined to meet the challenges of an MBA experience by excelling in class, creating meaningful friendships and connecting with new places and resources. I also wanted to give back to the Anderson community. Because of the friendly, team-oriented attitude that exists at Anderson, I started the Greater China Business Association with several classmates in order to share business experiences and connections with others. I also joined classmates on a day trip to the wineries in Santa Barbara, participated in a community service project in East L.A., and eventually organized a business excursion to Greater China, which all helped to build my speaking skills and more importantly, my confidence.
DIRECTIONS TO UCLA ANDERSON

UCLA Anderson School of Management’s building complex is located in the north central section of the UCLA Campus. It is near the intersection of Sunset Boulevard and Westwood Plaza. Inform the kiosk attendant that you are visiting UCLA Anderson and would like to park in structure 4. Parking permits are $7 and allow for same-day multiple entry to the same parking structure by reusing the paper access card. Although taxi fares may vary considerably by time of day, the average fare from the Los Angeles International Airport is approximately $35 one way.

FROM THE LOS ANGELES INTERNATIONAL AIRPORT (LAX)
Travel northbound on Interstate 405. Exit at Sunset Boulevard and head east (right) on Sunset for about 1.5 miles to the Westwood entrance of campus. Turn right onto Westwood; proceed straight ahead to the ramp leading underground to the Parking and Information Kiosk within Parking Structure 4 (P4).

FROM THE SAN FERNANDO VALLEY
Travel Highway 101 (east- or westbound) to Interstate 405. Proceed southbound on 405 to Sunset Boulevard. Exit the freeway and head east (left) on Sunset for about 1.5 miles to the Westwood entrance of campus. Turn right onto Westwood; proceed straight ahead to the ramp leading underground to the Parking and Information Kiosk within Parking Structure 4 (P4).

FROM DOWNTOWN LOS ANGELES
Travel westbound on Interstate 10, then northbound on Interstate 405. Exit at Sunset Boulevard and head east (right) on Sunset for about 1.5 miles to the Westwood entrance of campus. Turn right onto Westwood; proceed straight ahead to the ramp leading underground to the Parking and Information Kiosk within Parking Structure 4 (P4).
scuba diving, plus an intramural sports program. UCLA’s nationally ranked athletic teams offer spectators plenty of PAC-10 sports action.²

Each year, UCLA’s Center for the Performing Arts presents an exciting program of dance, music, and performance.³ Performers from the series have included Buena Vista Social Club, George Clinton and Parliament, Elvis Costello and The Imposters, Ladysmith Black Mambazo, Los Angeles Philharmonic, Lyon Opera Ballet, Baaba Maal, and Mercedes Sosa.

Movie enthusiasts can enjoy on-campus previews of new films and showings of recent releases at UCLA’s Melnitz Theater. Outstanding art exhibitions are always on display at the Fowler Museum, the Armand Hammer Museum of Art and Cultural Center, and the Wight Art Gallery. Students can access UCLA’s recreational, athletic, and cultural facilities and events in person through the appropriate office or the ticket center on the UCLA campus, or online at http://www.cto.ucla.edu.

FAMILIES AND PARTNERS
UCLA Anderson students find that while earning an MBA is a major commitment, it need not exclude commitments to families or partners. Students and those closest to them have many opportunities to enjoy recreational activities and cultural events together both on and off campus. Many MBA students report that Anderson’s collegial environment and balanced view encourage and support their relationships with spouses or partners. Joint Ventures, a student organization for partners and families, helps integrate significant others into the Anderson community by planning social, community service, and networking events.

ESSENTIAL RESOURCES

Housing⁴
Student housing can be found on and off campus. Most MBA students rent off-campus apartments in Brentwood, Santa Monica, West Los Angeles, and Westwood. The Community Housing Office (350 De Neve Dr., Los Angeles, CA 90095) provides information and current listings of private apartments, rooms in private homes, shared rentals, roommates, and temporary housing. For more information, call (310) 825-4491. Limited space is also available in university owned apartments. Early application for university housing is strongly advised. For information concerning university owned apartments, contact the Housing Office, 3200 Sawtelle Blvd., Los Angeles, CA 90066, or call (310) 398-4692.

Parking and Transportation⁵
Student parking is available by paid permit only. The demand for UCLA parking exceeds the supply, and application for a permit does not guarantee that parking privileges will be granted. Many students use public transportation and other alternative means to travel to and from campus. For further information, call Parking Services at (310) 825-8705. All admitted students receive detailed parking information.

Health Care⁶
All graduate students, including international students on nonimmigrant visas, must have adequate medical insurance during enrollment at UCLA. Registration fees cover the university-provided comprehensive health plan; the Student Medical Insurance Plan (MIP); and outpatient care at UCLA’s Student Health Services. For more information, contact Student Health Services at (310) 825-4073.

(1) www.lacity.org/lacity5.htm
(2) http://uclabruins.collegesports.com
(3) www.performingarts.ucla.edu
(4) www.housing.ucla.edu
(5) www.transportation.ucla.edu
(6) www.studenthealth.ucla.edu
A great school makes a mark in its field. Our incomparable faculty impart relevant knowledge and an effective international perspective to the best students in the world. We have made UCLA Anderson the brand name for high-level team skills, and we have put in place the number-one facility in the world for preparing students to succeed in a technology-oriented business environment. Anderson is the school for those who want to make a mark in their fields.
Study with world-class researchers, teachers, consultants, and executives.
Hans Schöllhammer  
DBA, 1967, Indiana University  
Global Economics and Management

Eduardo S. Schwartz  
PhD, 1975, University of British Columbia  
California Chair in Real Estate and Land Economics  
Finance

Carol A. Scott  
PhD, 1975, Northwestern University  
Marketing

Avanidhar Subrahmanyam  
PhD, 1990, UCLA  
Goldyne and Irwin Hearsh Chair in Money and Banking  
Finance

E. Burton Swanson  
PhD, 1971, UC Berkeley  
Information Systems

Christopher S. Tang  
PhD, 1985, Yale University  
Edward W. Carter Chair in Business Administration  
Decisions, Operations, and Technology Management

Walter N. Torous  
PhD, 1981, University of Pennsylvania  
Finance

Brett Trueman  
PhD, 1981, Columbia University  
Accounting

Harold M. Williams  
JD, 1949, Harvard Law School  
Dean Emeritus  
Management

Bruce G. Willison  
MBA, 1973, University of Southern California  
John E. Anderson Chair in Management

EMERITUS PROFESSORS

Robert B. Andrews  
PhD, 1963, UCLA  
Decisions, Operations, and Technology Management

Michael J. Brennan  
PhD, 1970, MIT  
Goldyne and Irwin Hearsh Chair in Money and Banking, Emeritus  
Finance

William F. Brown  
PhD, 1941, Northwestern University  
Marketing

John W. Buckley  
PhD, 1964, University of Washington  
Ernst & Young Chair in Accounting, Emeritus  
Accounting

Elwood S. Buffa  
PhD, 1957, UCLA  
Times Mirror Chair in Management Strategy and Policy, Emeritus  
Decisions, Operations, and Technology Management

Joseph D. Carrabino  
PhD, 1987, UCLA  
Management

Lee G. Cooper  
PhD, 1970, University of Illinois  
Marketing

Bradford Cornell  
PhD, 1975, Stanford University  
Finance

Jose de la Torre  
DBA, 1971, Harvard University  
Global Economics and Management

David K. Eiteman  
PhD, 1959, Northwestern University  
Finance

Donald Erlenkotter  
PhD, 1970, Stanford University  
Decisions, Operations, and Technology Management

Glenn W. Graves  
PhD, 1963, University of Michigan  
Decisions, Operations, and Technology Management

Alfred E. Hofflander  
PhD, 1964, University of Pennsylvania  
Finance

Patricia J. Hughes  
PhD, 1984, University of British Columbia  
Accounting

James R. Jackson  
PhD, 1982, UCLA  
Decisions, Operations, and Technology Management

Harold H. Kassarjian  
PhD, 1960, UCLA  
Marketing

Larry J. Kimbell  
PhD, 1968, University of Texas  
Global Economics and Management

Archie Kleingartner  
PhD, 1965, University of Wisconsin  
Human Resources and Organizational Behavior

J. Clayburn La Force  
PhD, 1962, UCLA  
Dean Emeritus  
Global Economics and Management

James B. MacQueen  
PhD, 1958, University of Oregon  
Decisions, Operations, and Technology Management

Robert Hal Mason  
PhD, 1967, Stanford University  
Policy

Fred Massarik  
PhD, 1957, UCLA  
Human Resources and Organizational Behavior

Frank G. Mittlebach  
MA, 1954, UCLA  
Global Economics and Management

Rosser T. Nelson  
PhD, 1965, UCLA  
Decisions, Operations, and Technology Management

Alfred Nichols  
PhD, 1946, Harvard University  
Global Economics and Management

Frank E. Norton  
PhD, 1962, UC Berkeley  
Global Economics and Management

William P. Pierskalla  
PhD, 1965, Stanford University  
Decisions, Operations, and Technology Management

John P. Shelton  
PhD, 1956, Harvard University  
Finance

R. Clay Sprosws  
PhD, 1951, University of Chicago  
Information Systems

George A. Steiner  
PhD, 1937, University of Illinois  
Harry and Elsa Kunin Chair in Business and Society, Emeritus  
Global Economics and Management

J. Fred Weston  
PhD, 1948, University of Chicago  
Warren C. Cordner Chair in Money and Financial Markets, Emeritus  
Finance

James Q. Wilson  
PhD, 1959, University of Chicago  
James A. Collins Chair in Management, Emeritus  
Policy

ASSOCIATE PROFESSORS

David Aboody  
PhD, 1995, UC Berkeley  
Accounting

Theodore A. Andersen  
PhD, 1949, University of Wisconsin  
Recalled

Shlomo Benartzi  
PhD, 1994, Cornell University  
Accounting

Antonio Bernardo  
PhD, 1994, Stanford University  
Finance  
Recalled

Bart J. Bronnenberg  
PhD, 1994, INSEAD  
Marketing

Charles J. Corbett  
PhD, 1996  
INSEAD  
Decisions, Operations, and Technology Management

Aimee L. Drolet  
PhD, 1997, Stanford University  
Marketing
With one year of full-time work experience, I realized I needed to enhance my broad liberal arts background and experience, and decided I needed an MBA education to improve my management and quantitative skills. As I researched MBA programs I learned that UCLA Anderson was an excellent fit for me. From the cooperative culture and teamwork to the strong finance and strategy areas to the multitude of extracurricular and career opportunities, I knew Anderson was where I wanted to be. I had a great experience at Anderson Days and talked to amazing first and second year Anderson MBAs who told me a lot about the experiences they were having at UCLA Anderson. Receiving an Early Career Fellowship was a tremendous honor. I could not be happier with my decision to attend UCLA Anderson.
SENIOR LECTURERS
William H. Broesamle, MBA
Recalled
Ariella D. Herman, PhD
David S. Ravetch, MA
Robert S. Spich, PhD
Christopher F. Thornberg, PhD

LECTURERS
Stephen D. Cauley, PhD
Gonzalo Freixes, JD
Julie Ann Gardner Treloar, MBA
Jane Guerin, JD
Gordon L. Klein, JD
Danny S. Litt, MBA
Richard B. Stern, PhD
Eric H. Sussman, MBA
Sara D. Tucker, MBA

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MBA Program
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Associate Director Admissions
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Associate Director Admissions
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Academic Services
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Otha Stubblefield
Manager
Enrollment and Academic Records
Jennifer Tabbush
Associate Director Admissions
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Applied Management Research Program

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Chairman and CEO
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Chairman
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Francisco Gil Diaz
Minister of Finance and Public Credit
United Mexican States
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President  
UCLA Anderson Alumni Association  

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Lee Iacocca  
Chairman  
iacocca & Associates  

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CEO, Kayne Anderson Rudnick Investment Management, LLC  

Dennis J. Keegan ’80  
Private Investor  

Betsy Wood Knapp  
Founder and CEO  
BigPicture Investors, LLC  

Cleon T. Knapp  
Chairman and CEO  
Knapp Foundation  

Lester B. Korn ’60  
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Korn Tuttle Capital Group  

Kent Kresa  
Chairman Emeritus  
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Stanford Kurland  
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Partner and Member of the Management Committee  
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Korn/Ferry International  

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Payden & Rygel  

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Empresas ICA S.A.  

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Chairman and President  
Roll International Corporation  

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Chairman and CEO  
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Nobutada Gary Saji ’71  
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Sunory Limited  

W. Scott Sanford  
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Mellon Bank West  

Robert W. Schult  
Chairman and CEO  
Portfolio Companies  

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Managing Director  
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(Anderson Fund Cabinet Chair)  

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President and CEO  
IHOP Corporation  

Yuji Tsutsumi ’65  
President  
Hospitality Network Corporation  

Leonard Weil  
President Emeritus  
Manufacturers Bank  

Thomas T. L. Wu ’75  
Chairman of the Board  
Taishin International Bank  

Li Yu ’68  
Chairman, President, and CEO  
Preferred Bank  

Richard Ziman  
Chairman and CEO  
Ardon Realty, Inc.  

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Don Morrison  
Professor and Leonhard Chair  
UCLA Anderson School of Management  
(Faculty Liaison)  

William P. Pierskalla  
Former Dean  
UCLA Anderson School of Management  

Harold M. Williams  
President Emeritus  
The J. Paul Getty Trust  

Bruce G. Willison  
Dean  
UCLA Anderson School of Management  

Charles E. Young  
Chancellor Emeritus  
UCLA  

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Charter Communications  
Chairman  
Mapleton Investments  

Gerald L. Parsky  
Chairman  
Aurora Capital Group, L.P.  

Rockwell A. Schnabel  
Ambassador  
U.S. Mission to the European Union
I chose to attend UCLA Anderson because of its reputation for being a leader in entrepreneurship and because of its emphasis on teamwork. Anderson also has an effective career center that’s well-respected by employers, an extensive international exchange program, and it’s located in an incredible city with unlimited professional opportunities. Being from a different country, I’ve learned a lot about American culture and have appreciated the chance to share experiences and knowledge with my classmates. Everyone I’ve met at Anderson has helped to make my MBA experience unforgettable.
Applying to UCLA Anderson

UCLA Anderson School of Management Admissions Office staff is available to assist applicants with questions about the application process, requests to visit the campus or attend information sessions, and other pertinent admissions matters. To contact us, e-mail, call or write:

MBA Admissions
UCLA Anderson School of Management
110 Westwood Plaza, Gold Hall
Suite B201
Los Angeles, CA 90095-1481
Phone: (310) 825-6944  Fax: (310) 825-8582
mba.admissions@anderson.ucla.edu

Although the only specific requirement for admission to UCLA Anderson’s MBA Program is a bachelor’s degree from an accredited four-year college or university, the Admissions Committee seeks to create a community of students who bring unique contributions from their diverse backgrounds and experiences and who will collectively enrich the educational experience. Committee members carefully consider biographical and academic background information, GMAT score and (for most international applicants) TOEFL score, achievements, awards and honors, employment history, letters of recommendation, and college and community involvement, especially where candidates have served in leadership capacities. On occasion, candidates with limited work experience who have exceptional academic records and GMAT scores are admitted to the program.

Information regarding the application process, admissions policies, decision deadline dates, campus visits, interviewing, reapplying, deferred admission, and prerequisites for MBA study can be found in the MBA Application Supplement, which can be found at www.mba.anderson.ucla.edu. For continually updated information regarding admissions events and the off-campus interview schedule, visit www.mba.anderson.ucla.edu/eventsched.html.

### Admissions Decision Schedule

Candidates are strongly encouraged to apply early. We begin accepting applications on August 1, 2005.

<table>
<thead>
<tr>
<th>ROUND</th>
<th>APPLICATION DEADLINE: [(a)]</th>
<th>GMAT/TOEFL TAKEN BY:</th>
<th>ON-CAMPUS INTERVIEW COMPLETED BY: [(b)]</th>
<th>ALUMNI INTERVIEW</th>
<th>DECISION MAILED BY: [(c)]</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>November 3</td>
<td>November 30</td>
<td>December 22</td>
<td>by invitation only</td>
<td>January 26</td>
</tr>
<tr>
<td>2</td>
<td>January 5</td>
<td>December 31</td>
<td>February 6</td>
<td>by invitation only</td>
<td>March 24</td>
</tr>
<tr>
<td>3</td>
<td>February 21 [(d)]</td>
<td>March 31</td>
<td>March 6</td>
<td>by invitation only</td>
<td>May 19</td>
</tr>
<tr>
<td>4</td>
<td>April 28</td>
<td>April 30</td>
<td>March 6</td>
<td>by invitation only</td>
<td>June 23</td>
</tr>
</tbody>
</table>

(a) Complete application must be submitted online by 11:59 p.m. Pacific Time or postmarked (not faxed) by these dates.
(b) For specific information on scheduling interviews, please visit www.mba.anderson.ucla.edu/interview.html.
(c) All decisions will be sent by e-mail, so please be sure that your e-mail address is accurate. Decisions will not be communicated by phone or fax.
(d) International students are strongly encouraged to apply by this date to ensure expedited visa processing.
(e) Priority deadline for fellowship consideration.
FINANCIAL AID/FEES AND EXPENSES

The estimated costs of attending UCLA Anderson School of Management and related living expenses during the nine-month academic year 2005–2006 are shown in the table on this page.

Upon acceptance of an offer of admission, applicants are required to submit a $1,000 nonrefundable acceptance-of-admission fee to reserve a place in the entering class. This fee will be applied toward first-quarter tuition and fees.

UCLA Anderson is committed to providing financial support for eligible students. The Financial Aid Office is available to answer questions, provide information and application forms, and assist students in meeting deadlines for need-based aid, loans, and fellowships. Students are responsible for completing the appropriate forms on time.

Please direct specific inquiries regarding fellowships and financial aid to:
Financial Aid Office
UCLA Anderson School of Management
110 Westwood Plaza, Suite D202
Cornell Hall, Box 951481
Los Angeles, CA 90095-1481
Phone: (310) 825-0629 Fax: (310) 825-8582
mary.dominguez@anderson.ucla.edu

All applicants to UCLA Anderson School of Management interested in obtaining financial assistance must complete a Free Application for Federal Student Aid (FAFSA) by March 2, 2006, regardless of when they are offered admission. Applicants should complete the FAFSA via the Internet: www.fafsa.ed.gov. In the Releases and Signatures section of the FAFSA form, the title IV school code number 001315 must be entered, the college name must be given as UCLA (not UCLA Anderson School), and the address to be provided is 405 Hilgard Avenue, Los Angeles, CA 90095. Be sure to complete all student/spouse sections of the FAFSA; no parental information is required.

All admitted full-time students who are U.S. citizens or permanent residents may apply for need-based financial aid. Applications for such aid will be evaluated by the UCLA Central Financial Aid Office according to state and federal government guidelines. Financial aid awards for first-year MBA students typically include a subsidized

Estimated Annual Costs for 2005-2006:

<table>
<thead>
<tr>
<th></th>
<th>California Resident</th>
<th>Non-California Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MANDATORY STUDENT FEES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>California Resident</td>
<td>$ 23,703</td>
<td>$ 32,893</td>
</tr>
<tr>
<td>Non-California Resident</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OTHER EDUCATIONAL EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books/Supplies</td>
<td>$ 2,400</td>
<td></td>
</tr>
<tr>
<td>Computer (a)</td>
<td>$ 3,500</td>
<td></td>
</tr>
<tr>
<td>Course Materials Fees</td>
<td>$ 975</td>
<td></td>
</tr>
<tr>
<td>Mandatory Health Insurance (b)</td>
<td>$ 930</td>
<td></td>
</tr>
<tr>
<td>MBA Activities Fee</td>
<td>$ 75</td>
<td></td>
</tr>
<tr>
<td><strong>LIVING EXPENSES (c)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent/Utilities/Food</td>
<td>$ 12,381</td>
<td></td>
</tr>
<tr>
<td>Vehicle (d)</td>
<td>$ 2,499</td>
<td></td>
</tr>
<tr>
<td>Personal</td>
<td>$ 2,373</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ANNUAL ESTIMATED COSTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>California Resident</td>
<td>$ 48,836</td>
<td></td>
</tr>
<tr>
<td>Non-California Resident</td>
<td></td>
<td>$ 58,026</td>
</tr>
</tbody>
</table>

(a) Every student is required to have a laptop computer. Standard models are specified by the school. Admitted applicants will be notified of hardware and software requirements, usually by late May.

(b) May be waived upon proof of other health insurance.

(c) These estimates are for students living off campus in shared housing. Additional costs may include support of dependents, and medical expenses.

(d) Includes car insurance and UCLA parking fees.

* Subject to change.

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Pre-Application Activities

Information Sessions and Campus Visits

All applicants are strongly encouraged to attend a small group information session. Appointments are necessary, and space can usually be reserved with short notice. To request an appointment, call the MBA Admissions Office at (310) 825-6944. The Student Admissions Service, a student-run organization, arranges for prospective students to attend MBA classes and meet with current students. Visits are best scheduled when classes are in session, Monday through Thursday from October through May (holidays excluded). Appointments should be made at least three weeks in advance. To schedule an appointment, send an e-mail to: contact.student@anderson.ucla.edu.

Interviews

Although interviews are not required, many applicants find that an interview offers a way to personalize the individual application beyond what is articulated in the application form. Because interview availability is limited, applicants should reserve an appointment as early as possible. Only one interview is conducted for each applicant.

Interviews are available either at UCLA Anderson or off campus by invitation only. The interview is conducted by an Anderson staff member, a current student, or an alumnus. There is no disadvantage to interviewing with a student or alumnus. Interviews at UCLA Anderson are available from August 1 through March 6 and can be scheduled online. Applicants should schedule the interview six to eight weeks in advance of the time they wish to reserve. Due to staffing limitations, Admissions Office staff are unable to respond to all requests for on-campus interviews. For more information regarding interviews and to schedule an appointment, go to www.mba.anderson.ucla.edu/interview.html.

Recruitment Events

UCLA Anderson conducts recruitment events in selected cities throughout the world. A list of dates and cities is posted on the UCLA Anderson Admissions website: www.mba.anderson.ucla.edu

Application Instructions

To expedite the application review process, please make every effort to submit a complete application. We

Completed Application Checklist

- Data Form
- Signed Application for Admission Profile
- Employment history
- Recommendations
- Essays
- Complete self reported transcript(s) (from each college and/or university attended). Official admission contingent upon sending an official transcript(s)
- If not paying online, one check or money order in the amount of $175 (NON-REFUNDABLE), made payable to The Regents of UC
- Self reported GMAT score. Official admission contingent upon sending official GMAT scores to UCLA, institutional code 4837, (from ETS) or 2NZ-2F-24 (from Pearson VUE)
- TOEFL scores (for international applicants only) are to be sent to UCLA, institutional code 4837-02, from ETS

Applicants Who Are Reapplying

Renewal applicants—that is, applicants who submitted an application to UCLA Anderson MBA Program for either 2004 or 2005 admission—are welcome to submit renewal application online and need only submit the following items:

Completed Renewal Application Checklist

- Data Form
- One new letter of recommendation to support recent accomplishments, preferably from a direct supervisor
- A statement discussing your activities since you last applied, along with your reasons for reapplying to UCLA Anderson (one to three pages)
- If applicable, an official transcript from each institution where academic work has been completed since the original application
- If not paying online, one check or money order in the amount of $175 (NON-REFUNDABLE), made payable to The Regents of UC
- GMAT and/or TOEFL test scores, if you have retaken one or both tests
- An updated resume

Please write “Renewal Applicant” on the front of the envelope. Renewal applicants who are applying online should refer to the section “Applying Online.”

We invite you to apply online via UCLA Anderson’s website, at www.mba.anderson.ucla.edu/apply. You may also apply to our program by printing out a PDF version of the application from our website. What follows is an abbreviated version of our MBA Application Supplement. We encourage you to view the complete version online.
Anderson Fellowships
Anderson Latino Management Association Fellowship
Gloria Appel Prize Fellowships
Beall Family Fellowship
Jacob Blatt Fellowship
Boeing Company Fellowships
Greg Bolin Memorial Award
Citigroup Fellowship
Doris Coy Memorial Fund Fellowship
Chevron Texaco Corporation Fellowship
James Cole Memorial Fellowship
C.V. Starr Fellowships
The Charles E. Davidson Institute for Investment Management Fund Fellowship
Dean’s Excellence Award
Dean’s Fellowships
Henry Ford II Scholar Award
(Ford Motor Company)
Carol Hooper Buxbom Women in Business Fellowship
Goldman, Sachs & Co. Fellowships
GTE Foundation Graduate Business Fellowship
Kip and Mary Ann Hagopian Fellowship
Heiko Haskamp Fellowships
Honeywell Fellowship
Industrial Indemnity Fellowship in Insurance
International Student Foundation Award Fellowship
Roy and Dorothy John Fellowship
Ravi Kapur Memorial Fellowship
Janet and Bruce Karatz Fellowship
Erwin M. Keithly Fellowship
Kovler Family Fellowship
Latin American Fund Fellowship
Lear Siegler Endowment
David Lewis Company Fellowship
Viren T. Mehta Fellowship
Lesch Murray Memorial Fund
Robin J. MacMillan ‘92 Memorial Fellowship
Mitsui USA Fellowships
Lenore and Murray Neidorf Endowed Fellowship
Caroline and Richard Nahas Fellowship
George and Kimeko Nozawa Endowment in U.S./Japan Studies Fellowships
Pacific Institute Fellowship
The Gerald and Robin Parsky Fellowship
L.H. Penney Fellowships
Price Institute for Entrepreneurial Studies Fellowship
Richard Reisman Fellowship
Barry Richman Memorial Fund Fellowship
George W. Robbins Fellowship
Robert A. Rogers Accounting Fellowship
Herbert Seigel Memorial Scholarship
Betty and Sanford C. Sigoloff Fellowships
Student Investment Fund Fellowships
Telecor Memorial Fellowship, in memory of Mayer Greeneberg
Robert Toigo Foundation Fellowships
Toyota Scholars Program Fellowships
UCLA Anderson Black Management Alumni Association Fellowship
Venture Capital Award Fellowships
David J. Wang Fellowships
David Li-Tak Wang Memorial Fellowships
Patrick J. Welsh Fellowship
Bruce G. Willison Fund Fellowship
Larry Wolfen Entrepreneurial Spirit Award
Women in Business Fellowships
in Memory of Rita Korney
Young Presidents Organization
South Bay Chapter Fellowship

strongly encourage you to review detailed application instructions online, at www.mba.anderson.ucla.edu/apply.

Applying Online
To submit an application online, go to www.mba.anderson.ucla.edu/apply/online.html. This web-based application is platform independent and does not require software other than a web browser. Applicants should send transcripts, letters of recommendation (if submitting paper recommendations), and the online application cover sheet in one package and should write “Online Application” on the front of the envelope.

You may print hard copies of your application for your own records only. Please do not mail any hard copies of your online application to UCLA Anderson. Renewal applicants using a web-based application to reapply must indicate that they are renewing before filling out the application, as online instructions differ. Please follow the online instructions carefully.

Applying by Mail
All application materials should be assembled and submitted to UCLA Anderson in an envelope. Please review the checklist of application materials to ensure that you have all required information.

Tests
The Graduate Management Admission Test (GMAT) must be taken by all applicants. Only scores from a GMAT taken no earlier than October 2000 are acceptable. As of January 1, 2006, administration of the GMAT will transfer from ETS to Pearson VUE. If you request to have your test scores sent to us after this date, you must contact Pearson VUE, regardless of when you actually took the test. The GMAT is administered throughout the year at test centers worldwide. For further information and testing arrangements, visit the GMAT website at www.mba.com/mba/TaketheGMAT. All applicants whose native language is not English or who have not earned a degree from an institution in an English speaking country where the language of instruction is English must also submit a score from the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) exam. You may select which exam to take; UCLA Anderson does not endorse or prefer one examination over the other. Please note applicants from India, Pakistan, and Turkey who attended an institution where the language of instruction was English are still required to submit a TOEFL or IELTS score. For TOEFL registration information, visit www.toefl.org. For IELTS registration information, visit www.ielts.org. Test scores more than two years old will not be accepted.
UCLA Anderson has enriched my life in many different ways. As an individual, I have made lasting friendships with people from many different backgrounds. As a manager, I have significantly enhanced the many skills required of a successful and effective leader. As a citizen, I have developed a better understanding of the world in which I live and the ways in which I can contribute to it.

Michael Maciszewski — 2002
AB, Government, Harvard University
Previous Positions: Pro Scouting Administrator, Cleveland Browns
Manager of Contract Information, Jacksonville Jaguars
Current Position: Director of Football Operations, Colorado Crush, Denver, CO
It is recommended that at the time of pre-registration you request that your test scores be sent to UCLA Anderson. The ETS code number for UCLA Anderson School of Management is 4837. For the TOEFL, use 4837, Department 02.

Admissions Policies

- Applicants who are denied admission during one deadline period cannot reapply during another admissions deadline period in the same academic year.
- The MBA Admissions Office reserves the right to verify that information and documents submitted as part of your application are complete and accurate.
- UCLA Anderson actively seeks highly qualified minority and women applicants. Anderson has several student organizations dedicated to the enrichment, development, and support of minority and women students.
- Applicants who reapply within two years of a prior application may submit an abbreviated version of the application. Applicants who reapply more than two years after their prior application date must complete an entire set of new application materials.
- All application materials become the property of UCLA and cannot be returned, regardless of the Admissions Committee’s decision. Admissions files are maintained for two years.
- If you are offered admission, UCLA Anderson reserves the right to withdraw that offer if you fail to provide a final official transcript by June 23, or if you have misrepresented yourself in the application process, or engaged in behavior prior to matriculation that indicates a serious lack of judgment or integrity, or if you have committed to enroll in the class of an institution other than UCLA Anderson after July 24, 2006. UCLA Anderson further reserves the right to require you to provide additional information and/or authorization for the release of information about any such matter.
- Applicants seeking reasons for denial of admission or wishing to appeal an admissions decision should send a written request to the MBA Admissions Office.
- Admissions procedures for UCLA Anderson’s Executive and Fully Employed MBA programs are entirely different and separate from those for the MBA program. Candidates may apply to only one program in a given year.
Federal Stafford Loan of $8,500, an unsubsidized Federal Stafford Loan of $10,000, and a university grant of about $900. The remainder of need is met with a private student loan.

Although international students are not eligible for need-based financial aid, we do provide a student loan for international students. UCLA Anderson has partnered with Sallie Mae and MBA LOANS to assist admitted international students who are unable to obtain a co-signer but who have verifiable personal assets in excess of liabilities. Assistance in accessing these funds is available to admitted students through the MBA LOANS Private Student Loan Program. To request further information and download an application, please visit the Sallie Mae website at: www.salliemae.com/mbaloans/uclaanderson.

A limited number of research assistant and teaching assistant positions are available. Also, Anderson participates in the Graduate Master’s Work-Study Program. Students may apply for these positions once they have arrived on campus.

Fellowship support is available to exceptional admitted applicants to the UCLA MBA Program. All admitted students are automatically considered for a Dean’s or Anderson Fellowship, awarded on the basis of the overall strength of the application for admission. The UCLA Anderson Admissions Office makes these award decisions; no separate application is needed. UCLA Anderson offers merit-based fellowships to second year students based on academic performance and leadership activities undertaken during the first year of the MBA program. Private firms, foundations, and individuals support more than 50 fellowships.

LEGAL RESIDENCY:
California residency guidelines are available at http://www.registrar.ucla.edu; go to section two, “Prospective Students.” You also may contact the Residence Deputy at 1113 Murphy Hall, or call (310) 825-3447. If you attended high school in the state of California, be sure to review the non-resident tuition exemption application. U.S. citizens and permanent U.S. residents who are not California residents may apply for California resident status for tuition purposes for their second year in the UCLA MBA program. The estimated nonresident tuition fee of $4,081 per quarter ($12,245 annually) will not be added to the second-year mandatory fees for students who establish California residency after the first year of the MBA program.
Admissions Decision Schedule

Candidates are strongly encouraged to apply early. We begin accepting applications on August 1, 2005.

<table>
<thead>
<tr>
<th>ROUND</th>
<th>APPLICATION DEADLINE</th>
<th>GMAT/TOEFL TAKEN BY</th>
<th>ON-CAMPUS INTERVIEW COMPLETED BY</th>
<th>ALUMNI INTERVIEW</th>
<th>DECISION MAILED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>November 3</td>
<td>November 30</td>
<td>December 22</td>
<td>by invitation only</td>
<td>January 26</td>
</tr>
<tr>
<td>2</td>
<td>January 5(1)</td>
<td>December 31</td>
<td>February 6</td>
<td>by invitation only</td>
<td>March 24</td>
</tr>
<tr>
<td>3</td>
<td>February 21(1)</td>
<td>March 31</td>
<td>March 6</td>
<td>by invitation only</td>
<td>May 19</td>
</tr>
<tr>
<td>4</td>
<td>April 28</td>
<td>April 30</td>
<td>March 6</td>
<td>by invitation only</td>
<td>June 23</td>
</tr>
</tbody>
</table>

(1) Complete application must be submitted online by 11:59 p.m. Pacific Time or postmarked (not faxed) by these dates.
(2) For specific information on scheduling interviews, please visit www.mba.anderson.ucla.edu/interview.html.
(3) All decisions will be sent by e-mail, so please be sure that your e-mail address is accurate. Decisions will not be communicated by phone or fax.
(4) International students are strongly encouraged to apply by this date to ensure expedited visa processing.
(5) Priority deadline for fellowship consideration.