

DARDEN



MBA



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Get Ready

for a transformational experience.

The Darden School of Business MBA develops complete leaders — leaders who understand all facets of business and are ready to act analytically, intuitively, ethically and decisively, in any environment.



lead

“At Darden, we are committed to our mission: to improve society by developing principled leaders for the world of practical affairs. We teach key leadership competencies, including wide-angle vision, social intelligence, excellent communication skills and a bias for action.”

— Robert F. Bruner, Dean of the Darden School of Business

Dean Bruner is a leading business scholar in finance and has been recognized as one of the most prolific business case authors in the world. He is also very active in social media. You can read his commentaries on life, business and current events at blogs.darden.virginia.edu/deansblog and twitter.com/bob_bruner.



DARDEN'S UNIQUE FORMULA

Darden's two-year MBA program, ranked #1 in student satisfaction in *Bloomberg Businessweek*, combines the three key elements of Darden's unique and powerful learning environment:

1. The case study method

The case method engages students in active, content-rich discussions about real business problems and solutions. The Darden approach to case studies reveals how all aspects of business tie together and will develop in you a bias for action, an ability to make decisions in the face of ambiguity and exceptional communication skills.

2. Top-ranked faculty

Ranked #1 by *The Princeton Review*, Darden professors put students first and advance innovative thinking in business. They provide you with a highly engaging educational experience that's both challenging and inspiring.

3. Tight-knit community

Students, faculty and staff join in an atmosphere of collaboration and community not often found in top business schools. This sense of community contributes to the strong Darden alumni network of over 14,000 graduates that spans the globe.

Learn to Lead by Asking Questions and Thinking Strategically

THE CASE METHOD

At Darden, we believe that the best training for a business leader is to put you in the shoes of current and past executives at real companies. Given a specific business challenge, what would you do, why would you do it and how would you defend your position?

Rather than lecture, our professors engage students in lively discussions using the case method. Over the course of the two-year MBA program, you will study over 500 real-life business cases. Each case presents a series of decisions to be made, and you — as the decision maker — must analyze the situation and express what you would do.

With the help of your learning team — a group of five to six students with whom you will study — and the skillful guidance of Darden's faculty, you will strengthen your communication and leadership skills. You will learn to reconcile differing viewpoints, make difficult decisions in the face of ambiguity, and challenge, persuade and inspire others.

A Four-Step Learning Process:

1. Read and consider each case on your own.
2. Share your ideas with your learning team.
3. Discuss the case in class and explore the input of everyone in your section.
4. Reflect on how your initial ideas changed as a result of the input from your learning team, class and professors.





persuade

The case method will immerse you in the challenges you will face in the business world. Each case is a lesson in leadership. You must persuade others, reconcile differing viewpoints and make — and stand by — your decisions.

Darden Cases: HONE YOUR DECISION-MAKING SKILLS

{ Czech Mate: Jake and Dan's Marvelous Adventure

At a week-long kaizen event at a manufacturing plant in the Czech Republic, how can you increase productivity and reduce gross inventory despite an uncooperative work group? Analyze lean manufacturing principles in a deadline-driven process.

{ Ben & Jerry's Homemade

As an outside board member of Ben & Jerry's Homemade, what will you say about the company's management performance and how will you estimate the economic cost of its social agenda as the ice cream company faces several takeover offers?

{ SEC Versus Goldman Sachs

Less than two years after the onset of a financial crisis and amid political posturing to shape agendas for the financial reform, how will you, as the CEO of Goldman Sachs, react when the SEC charges the company with fraud for its involvement with a complex mortgage-related security?



communicate

TEN REQUIRED CORE COURSES

- Management Communication
- Operations Management
- Global Economies and Markets
- Leading Organizations
- Financial Management and Policies
- Decision Analysis
- Accounting for Managers
- Business Ethics
- Marketing
- Strategic Thinking and Action

CHOOSE FROM OVER 150 ELECTIVES IN THE FIRST AND SECOND YEAR, SUCH AS:

- Managerial Psychology
- Corporate Social Responsibility
- Global Business Experiences
- Hot Topics Series
- Entrepreneurs Taking Action
- Valuation
- Consulting
- Leadership, Ethics and Theater
- BioInnovation
- Media, Entertainment and Sports Management
- Managing International Trade and Investment
- Global Managers Taking Action



lead change



SUSTAINABILITY Darden's strategic goal is to be a zero-waste, zero-carbon enterprise by 2020 and a top ten school for teaching and research on sustainability by 2013. Darden hosts the annual Sustainability and Renewable Energy Forum.

ENTREPRENEURSHIP Darden's leading entrepreneurship programs support budding entrepreneurs.

- Ranked #7 in entrepreneurship by *Entrepreneur* Magazine
- More than \$1 million in scholarships awarded annually

BUSINESS PROJECTS As a Second Year student, apply what you have learned in a real-world environment for course credit with a business project in consulting, venturing or case writing.

Gain an Enterprise Perspective

DARDEN'S INTEGRATED CURRICULUM

Since most business challenges involve more than one functional area, the Darden case method integrates learning across disciplines. A case discussion about finance may also pose issues related to ethics, marketing or global economics.

In many ways, the case method is like a mosaic: each case study builds on the next until a large and well-informed picture of business emerges. Darden's curriculum is designed to help you develop a perspective on how different functions and areas within a business affect one another and the entire enterprise. We call this the enterprise perspective.

Required Courses

The Darden required curriculum in the First Year is designed to provide you with an integrated perspective on general management. All core courses are crafted from a series of cases designed to build your leadership, communication and decision-making skills.

Electives and International Opportunities

Beginning in the final term of your First Year, the curriculum is made up entirely of electives. You will choose from a diverse selection of courses, ranging from traditional options such as "Corporate Finance," "Leading Strategic Change" and "System Dynamics," to courses focused on areas such as entrepreneurship, sustainability and managing teams.

You will also have the option to take courses from other schools at the University of Virginia, participate in numerous overseas exchange programs and Global Business Experiences, and show further specialization by concentrating in one of ten areas.

Learn With the World's Best

DARDEN'S TOP-RANKED FACULTY

Darden's faculty consistently ranks among the very best in the world (named #1 by *The Princeton Review* and *Financial Times*).

Darden Professors Offer:

- **The world's most energizing classroom experience.** Rather than lecturing in class, Darden professors facilitate engaging discussions by skillfully drawing upon the perspectives of you and your classmates.
- **An open-door policy.** A student-to-faculty ratio of seven to one, small classes and an open-door policy encourage direct and personal contact between you and the faculty.
- **Corporate connections.** Professors maintain close connections with the business community by conducting cutting-edge research, developing case method course materials, consulting, serving on corporate boards and teaching Executive Education classes.
- **Commitment.** The Darden faculty is committed to your personal and professional development. They will go the extra distance to stretch your thinking and your potential.





inspire

“He starts by drawing you to the edge of your seat with a remarkably passionate and engaging teaching style, and then he keeps you there by driving you to make and defend specific, time-critical decisions rather than accepted, easy generalizations.”

— Nathan DeLuke, MBA 2011

Darden Professor Yiorgos Allayannis (above) teaches “First Year Finance,” “Valuation” and “Financial Institutions and Markets.” U.Va.’s Alumni Association awarded him the 2011 Distinguished Professor Award for his excellence in the classroom, exceptional commitment to students and significant contributions to life at the University.



engage

"I chose Darden primarily for its incredible sense of community. There aren't many business schools where you can get to know all of your classmates or where professors invite students over for dinner — and that's not unusual here." — Andrew Crowley, MBA 2011 (pictured right)



Carolyn Miles (MBA 1988) serves as **CEO of Save the Children**, an organization that supports programs in health, education, child protection, economic opportunities and emergency assistance during natural disasters, war and conflict. In 2010, the organization served more than 73 million children and their families. She is the first woman to lead the organization in its nearly 80-year history.

WESTPORT, CONNECTICUT, U.S.A.

Scott Price (MBA 1990) serves as **president and CEO of Walmart Asia**, leading its operations in China, India and Japan and overseeing business development in the region. Previously, he was CEO of DHL Express Europe and spent a decade with The Coca-Cola Company, where he was a country leader in Japan and China. He has a history of delivering results in the Asian markets.

HONG KONG, CHINA



An Atmosphere of Collaboration and Community Not Often Found in Top Business Schools

OUR TIGHT-KNIT COMMUNITY

Darden professors and staff put students first. Darden seeks students from around the globe who are eager to share their perspectives through the case method and who want to make a positive impact on the Darden community and society.

A critical element of our community is the diversity of the student body. Diversity in all forms — thought, country of origin, professional experience, gender and sexual orientation — improves the educational experience and fosters a richer intellectual environment for all.

First Coffee

Every morning after the first class of the day, students, faculty, staff and visitors gather to socialize over a cup of coffee or tea. First Coffee is a tradition dating back to the Darden School's founding in 1954 and one that epitomizes Darden's community spirit. In warmer months, First Coffee is often held outside in Flagler Court. Although First Coffee is usually an informal gathering, the Darden community often uses the occasion to celebrate with special announcements, award ceremonies, cultural activities and performances from Darden's Cold Call Chorus.

Alumni Network

You will have an unmatched opportunity to build relationships with colleagues and faculty that will benefit you throughout your career. Our alumni are an integral part of the Darden community and experience. They hire graduates, serve on the School's volunteer governance boards, sponsor Darden Business Projects and provide opportunities for case writing and research at their firms. Over 14,000 strong in 87 countries, their sense of commitment, camaraderie and connection is globally recognized.

Ethics and the Honor Code

With the increased scrutiny of Wall Street practices, many business schools are just now trying to integrate ethics into their curriculums and cultures. At Darden, ethics has been a fundamental part of the School since its inception. Darden was the first business school to require a credit course in ethics. The School is home to two ethics research centers, and its students, like all students at the University of Virginia, are bound by the Honor System (established in 1842), which requires them to make a commitment not to lie, cheat or steal, fostering a community of trust.

Leadership Outside of the Classroom

STUDENT CLUBS

A significant portion of your MBA experience will be spent involved in and leading student organizations and activities. Student-run clubs offer opportunities to network, gain professional experience, engage in community outreach, participate in athletics, and plan conferences, competitions and social events. Over 40 student clubs focused on careers, athletics, student government, community and diversity enhance life at Darden.

Meet some of the student leaders:



“Doing this job taught me real-time leadership, communication and management skills. I’m a better person and a better manager as a result.”

— **Sierra Cook (MBA 2011)**
served as vice president of social for the Darden Student Association.



“I plan to continue my diversity mission once I leave Darden either through working in or starting an organization committed to the professional development of disenfranchised or marginalized communities.”

— **William Gordon (Class of 2012)**
serves as co-president of the club Gays, Lesbians and Allies at Darden.



“The Brand Challenge allows Darden students interested in marketing to practice market research and to network with companies like General Mills, Johnson & Johnson, Dell, Ford and Heinz — all firms that offer prime marketing internships.”

— **Stephanie Horvath (MBA 2011)** participated in Darden’s Marketing Club and wrote about the annual Brand Challenge in her student blog “Plan MBA.”

get involved



Left to right: Darden Cares 5K, International Food Festival, Building Goodness in April, Black Business Student Forum Conference, Marketing Club Brand Challenge



“The new Rotunda Fund marries investing and sustainability. Sustainability is important to Darden and to the current generation of students so the idea of creating this fund came naturally.”

— **Tack Richardson (MBA 2010)** helped launch the newest fund in the portfolio of Darden Capital Management. The club’s student members manage over \$5 million in five funds — hands-on training that develops their skills in investment analysis and portfolio management.

STUDENT GOVERNMENT

Darden Student Association

CAREER-FOCUSED STUDENT ORGANIZATIONS

Business and Public Policy Club

Technology Club

Consulting Club

Community Consultants of Darden

Darden Capital Management

Darden Education Club

Darden Nonprofit Internship Fund

Darden Private Equity Club

Energy Club

Entrepreneurship and Venture Capital Club

Finance Club

General Management and Operations Club

Health Care Leadership Club

JD/MBA Society

Marketing Club

Media, Entertainment and Sports Club

Net Impact at Darden

Real Estate Club

Turnaround and Restructuring Club

ATHLETICS

Athletics @ Darden

COMMUNITY, SOCIAL AND OUTREACH GROUPS

Asia Business Club at Darden

Black Business Student Forum

Building Goodness in April

Cold Call Chorus

Cold Call Chronicle

Darden African Business Organization

Darden Christian Fellowship

Darden Follies

Darden Japan Club

Darden Jewish Student Association

Darden Latter-Day Saints Student Association

Darden Military Association

Darden Partners Association

Darden South Asia Society

European Society at Darden

Gays, Lesbians and Allies at Darden

Hispanic American Network at Darden

International Business Society

Latin American Student Association

Leadership Development Initiative

National Association of Women MBAs

Outdoors Club

Outreach at Darden

Toastmasters/Gavaliars

Wine and Cuisine Club

Advance Your Career

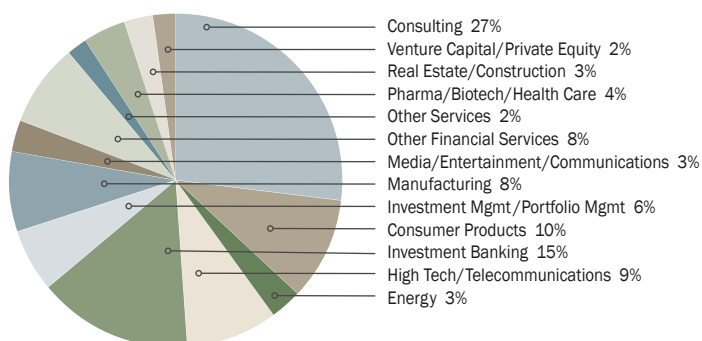
RESOURCES FOR SUCCESS

Darden's highly ranked Career Development Center supports you in your search for a summer internship and full-time job and works with you to develop lifelong career management skills. Soon after you begin the MBA program, you will be matched with a functionally aligned career consultant based on your career objectives, as well as a Second Year student career coach with experience in the functional area that you are planning to pursue. Darden is one of the few major graduate business schools to integrate career strategy and planning into its curriculum.

Darden's career counseling services include:

- Strategy development
- Résumé and cover letter review
- Networking advice
- Interview preparation and practice
- Negotiation/decision process counseling

Employment by Industry: Class of 2010



Top hiring companies at Darden in 2010-2011 include:

Accenture
Amazon.com
Bain & Company
Bank of America
Barclays Capital
The Boston Consulting Group
Citi
Credit Suisse
Dell
Deloitte

Deutsche Bank
Goldman Sachs
IBM Global Business Services
Johnson & Johnson
J.P. Morgan
Marsh & McLennan Companies
McKinsey & Co.
Microsoft Corp.
Wells Fargo Securities
ZS Associates



get ahead

“Having both a professional and student career coach helped refine my interview skills and prepared me for the job search. The ‘Week on Wall Street’ job trek in the First Year was also a great opportunity to network with investment banks and helped me land my summer internship.” — Alex Forrest, MBA 2011

Prior to getting his MBA, Alex worked in Hong Kong as a compensation consultant. At Darden, he received a Jefferson Fellowship and now works for Rothschild Investment Bank in New York.

CAREER DEVELOPMENT FACTS

- *Bloomberg Businessweek* gave Darden’s career services an A+ rating (2010).
- *Financial Times* ranked Darden #5 for placement success (2011).
- The average starting salary and bonus for the Class of 2010 was \$123,294.
- Darden is ranked in the top ten by *Forbes*, which ranks business schools based on their return on investment (2010).

ALUMNI CAREER SERVICES

Darden’s Armstrong Center for Alumni Career Services provides quality career assistance to all Darden alumni throughout their lives, free of charge.



CHARLOTTESVILLE

A Great Place to Live

The University of Virginia, founded in 1819 by Thomas Jefferson — third president of the United States and author of the Declaration of Independence — in Charlottesville, Virginia, is one of the United States' top public universities and a UNESCO World Heritage site.

Charlottesville offers natural beauty, rich historical and cultural attractions, the amenities of a large city, the charm of a small town and close proximity to the nation's capital, Washington, D.C. In lifestyle, health and business rankings, Charlottesville consistently earns high marks as a desirable place to live.

- Top 5 Places to Live in the U.S. (*Kiplinger's Personal Finance*)
- Top 20 Best Towns in America (*Outside Magazine*)
- #2 Healthiest Place to Live in America (*Kiplinger's Personal Finance*)
- Top 20 Best Places to Launch a Small Business (*Fortune*)
- Top 10 Best Small Market for Business (*Forbes*)
- Top 10 Places in the Country to Raise a Family (*Reader's Digest*)





Connect With Us

Attend an Event at Darden or Around the World

One of the best ways to learn about the Darden MBA program is to meet the students, alumni, faculty and staff who form our community. Darden hosts events and receptions around the world for prospective students, as well as events and class visits in Charlottesville, Virginia. Details and schedules can be found on our website. Before coming for a visit, you may want to download the Darden iPhone® app, which includes a walking tour of the School and ideas for what to do during your visit. To download, text DARDEN to 88811 or visit the iTunes® store.

Apply

Visit our website for details on the application and financial aid process and to start your online application. All applicants are considered for scholarships, but we recommend that you apply early when all of the class seats and scholarships are still available.

Get to Know the Darden Community Through Social Media

- blogs.darden.virginia.edu/admissions
- facebook.com/dardenmba
- youtube.com/dardenmba
- twitter.com/dardenmba





Which Darden MBA program is right for you?

MBA

Average years of work experience: 4 years

Format: Combination of core and elective courses in Charlottesville with opportunities to study abroad.

Duration: 21 months

Employed: Summer internship only



MBA FOR EXECUTIVES

Average years of work experience: 12 years

Format: Combination of monthly weekend residencies in Charlottesville; four one-week leadership residencies, one of which is international; and distance learning.

Duration: 21 months

Employed: Full-time



GLOBAL MBA FOR EXECUTIVES

Typical years of work experience: 12 years

Format: Combination of six two-week residencies in China, Europe, India, Brazil and the United States and distance learning.

Duration: 21 months

Employed: Full-time



Contact Us

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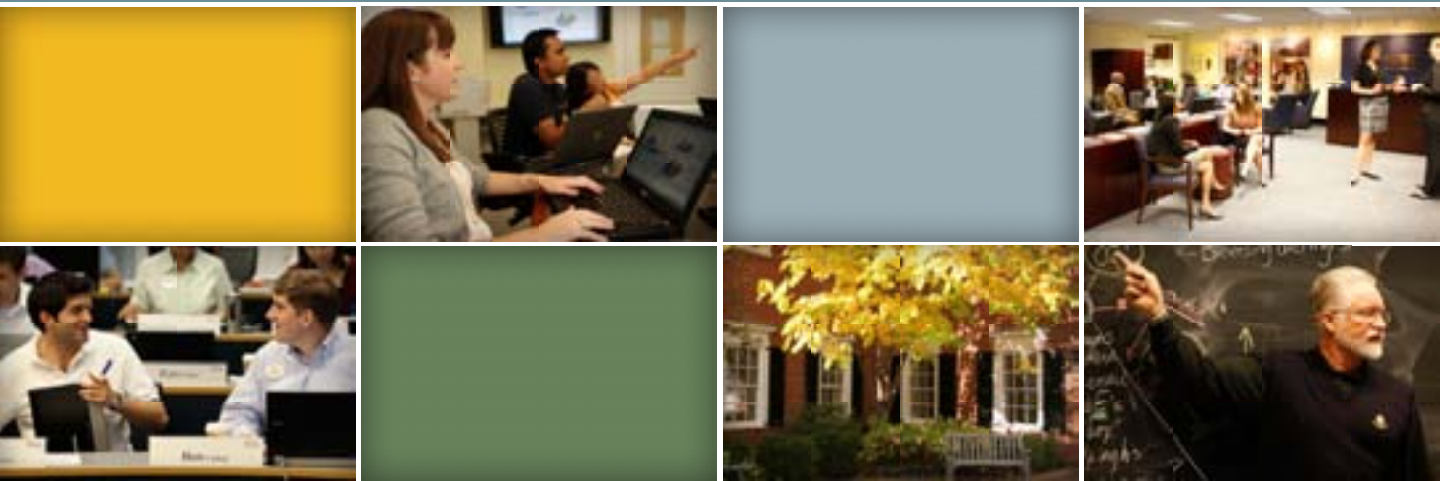
Office of Admissions

+1-434-409-7281 or 800-UVA-MBA1
arden@virginia.edu

Office of Financial Aid

+1-434-924-7739
financialaid@arden.virginia.edu

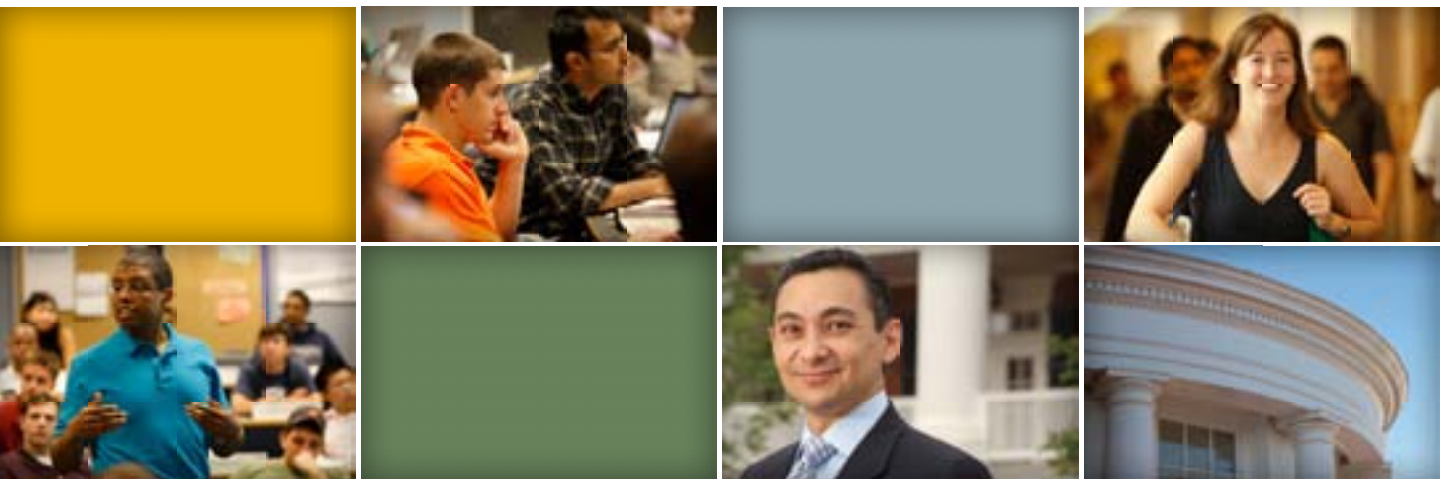




EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION STATEMENT

The University of Virginia is committed to equal employment opportunity and affirmative action. To fulfill this commitment, the University administers its programs, procedures and practices without regard to age, color, disability, marital status, national or ethnic origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, veteran status, and family medical or genetic information and operates both affirmative action and equal opportunity programs, consistent with resolutions of the Board of Visitors and with federal and state requirements, including the Governor's Executive Order on Equal Opportunity.

The Americans with Disabilities Act Coordinator and the Section 504 Coordinator is Brad Holland, Office of Equal Opportunity Programs, Washington Hall, East Range, P.O. Box 400219, University of Virginia, Charlottesville, Virginia 22904-4219 U.S.A., +1-434-924-7819. The Title IX Coordinator is Darlene Scott-Scurry, Director, Office of Equal Opportunity Programs, Washington Hall, East Range, P.O. Box 400219, University of Virginia, Charlottesville, Virginia 22904-4219, U.S.A., +1-434-924-3200.



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