Shaping principled, agile leaders for the bottom line + the greater good.

Ambition + integrity. Performance + character. Competition + collaboration. At UNC Kenan-Flagler, we believe that exceptional business leadership results from a balance of exceptional strengths.

The UNC Kenan-Flagler full-time MBA program is the ultimate opportunity to accelerate your career growth, leadership development and global business networking. We prepare outstanding professionals from around the world to achieve their career objectives and gain a renewed definition of success: a life lived with greater autonomy, creativity and purpose. We want them to generate positive impact in business and beyond.

Left:
Tanyi Fuoching (MBA ’18) on the UNC Kenan-Flagler campus. Fuoching, a Dean’s Fellow and Adams Apprentice, created a virtual reality pilot project focusing on health-care marketing in the Central African nation of Cameroon.
At UNC Kenan-Flagler, we define ROI as the results our graduates drive both in the organizations they lead and in the communities they serve.
Developing Knowledge and Skills To Prepare You for Leadership

Preparing You to Compete in the Business World
Our comprehensive leadership program nurtures and enhances the potential of every MBA student. The program develops highly sought-after leadership skills and competencies. Students graduate from UNC Kenan-Flagler with increased self-awareness, leaving them better equipped to manage conflict, more experienced in delegation and empowerment, and prepared to lead change.

Every student has the opportunity to:
• Experience real-life learning through business simulations
• Receive individualized feedback
• Increase self-awareness through UNC Kenan-Flagler’s Multi-Rater and Team Assessments
• Pursue optional activities designed to test and develop leadership capability

Flexible Curriculum and Team Environment
The flexibility of our curriculum is matched only by our world-class faculty’s commitment to your learning and career objectives. Our collegial, team-based learning culture mirrors real-world working environments.

Concentrations
Well-structured career and enrichment concentrations enhance your ability to focus on a particular career direction. Concentrations are optional. Approximately 20% of students elect not to fulfill all the requirements of any specific concentration, pursuing instead a general management path.

Core Curriculum and Electives
Your first semester (Modules I and II) is front-loaded to provide the core business skills you need to become broadly literate in business. In the second semester (Modules III and IV), you can choose from an array of more than 125 elective courses tailored to your intended career or summer internship.

<table>
<thead>
<tr>
<th>Year One</th>
<th>Fall Classes</th>
<th>Module II</th>
<th>Module III</th>
<th>Spring Classes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module I</td>
<td>Leading and Managing</td>
<td>Business Strategy</td>
<td>Ethics and Governance*</td>
<td>Ethics and Governance*</td>
</tr>
<tr>
<td>Module III</td>
<td>Financial Tools</td>
<td>Operations</td>
<td>Managerial Accounting</td>
<td>Elective</td>
</tr>
<tr>
<td>Module IV</td>
<td>Marketing: Concepts and Tools</td>
<td>Data Analytics and Decision Making</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Module IV</td>
<td>Business Statistics and Analytics</td>
<td>Global Economics</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Module IV</td>
<td>Microeconomics</td>
<td></td>
<td>Core Case Competition</td>
<td></td>
</tr>
</tbody>
</table>

* Fulfilled by one of three approved electives
International Opportunities
Choose from a range of nearly 100 exciting and innovative activities designed to foster an international outlook.

1. STAR and Working Languages
Offer a way for MBA students to increase their global business and language competency through guided hands-on business consulting projects with companies in global markets.

2. Global Immersion Electives
Provide opportunities to engage in short-term experiential learning abroad for academic credit. Four to five different electives are offered each year, combining relevant and timely interaction with international companies and practical discussions about doing business in targeted countries or regions.

3. The MBA Exchange Program
Gives you the opportunity to study abroad at more than 50 of the highest-ranked business schools in Asia, Europe, Latin America, Africa and the Middle East.

4. Doing Business In
Courses allow you to study abroad and explore another culture during a one- or two-week immersion at one of our MBA exchange partner schools.
At UNC Kenan-Flagler, we believe that the best business education includes knowledge gained from practical, action-based learning experiences with real consequences. Our dynamic hands-on simulations, business projects and capstone courses provide numerous opportunities to learn by doing.
Dual Degrees
You may pursue a dual degree that combines your business education with studies in several of UNC’s highly rated graduate and professional schools. You must apply and be admitted separately to each program. Students also can create their own dual-degree course of study by combining programs from UNC and other top universities.

<table>
<thead>
<tr>
<th>School</th>
<th>Degree</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gillings School of Global Public Health</td>
<td>MBA/MHA</td>
<td>3 years</td>
</tr>
<tr>
<td></td>
<td>MBA/MSPH</td>
<td></td>
</tr>
<tr>
<td>City and Regional Planning</td>
<td>MBA/MCRP</td>
<td>3 years</td>
</tr>
<tr>
<td>Information and Library Science</td>
<td>MBA/MSIS</td>
<td>3 years</td>
</tr>
<tr>
<td>Law School</td>
<td>MBA/JD</td>
<td>4 years</td>
</tr>
<tr>
<td>Eshelman School of Pharmacy</td>
<td>MBA/PharmD</td>
<td>5 years</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>MBA/MD</td>
<td>5 years</td>
</tr>
<tr>
<td>Nicholas School of the Environment at Duke University</td>
<td>MBA/MEM</td>
<td>3 years</td>
</tr>
<tr>
<td>Sanford School of Public Policy at Duke University</td>
<td>MBA/MPP</td>
<td>3 years</td>
</tr>
</tbody>
</table>
## Career Concentrations

Career Concentrations represent the primary focus for your MBA career. The most comprehensive type of concentration, Career Concentrations equip you with knowledge and skills to propel you into MBA-level jobs upon graduation. Career Concentrations most closely mirror the hiring needs of employers while also reflecting the priorities and key competencies of the MBA program.

<table>
<thead>
<tr>
<th>Concentration</th>
<th>Description</th>
<th>Popular Electives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Markets and Investments</td>
<td>Prepares students for positions on both the buy and sell sides of capital markets, including corporate treasury, securities analysis and portfolio management, sales and trading, and personal client services.</td>
<td>Investments&lt;br&gt;Global Finance and Emerging Markets&lt;br&gt;Derivatives&lt;br&gt;Fixed Income&lt;br&gt;Alternative Investments</td>
</tr>
<tr>
<td>Corporate Finance</td>
<td>Provides a rigorous set of courses to develop skills and knowledge in project finance, debt and equity issues, valuation, mergers and acquisitions, financial planning, risk management, financial reporting and analysis, and taxation.</td>
<td>Complex Deals&lt;br&gt;Fundamental Principles of Corporate Finance&lt;br&gt;Financial Statement Analysis&lt;br&gt;Investment Banking&lt;br&gt;Mergers and Acquisitions</td>
</tr>
<tr>
<td>Consulting</td>
<td>Focuses on both the strategy and process of consulting, as well as on the development of skills in cross-functional analysis, analytic tools, team leadership, IT and international competition.</td>
<td>Consulting Skills and Frameworks&lt;br&gt;Corporate Strategy&lt;br&gt;Managing the Professional Service Firm&lt;br&gt;STAR Consulting Projects&lt;br&gt;Strategic Innovation</td>
</tr>
<tr>
<td>Marketing</td>
<td>Explores a variety of leading-edge marketing topics such as database management, brand management, one-to-one marketing, data mining, customer profitability, sales and lifetime analysis of customers.</td>
<td>Brand Management&lt;br&gt;Consumer Behavior&lt;br&gt;Digital Marketing&lt;br&gt;Global Marketing&lt;br&gt;Retail and Channel Management</td>
</tr>
<tr>
<td>Operations Management</td>
<td>Prepares students to effectively diagnose, design and synchronize an entire network of business processes and resources—including materials, technology and knowledge—into value-added products and services for end customers and profit management.</td>
<td>Retail Operations&lt;br&gt;Digital Operations&lt;br&gt;Supply Chain Management&lt;br&gt;Strategic Sourcing&lt;br&gt;Service Operations and Revenue Management</td>
</tr>
<tr>
<td>Real Estate</td>
<td>Prepares students for a diverse set of career opportunities including real estate development, public/private opportunities, real estate investment banking and capital markets, mortgage debt financing, affordable housing, institutional real estate, and real estate consulting.</td>
<td>Real Estate Development Process&lt;br&gt;Real Estate Finance&lt;br&gt;Real Estate Fund Management&lt;br&gt;International Real Estate Investment&lt;br&gt;Real Estate Macroeconomics and Securities Markets</td>
</tr>
</tbody>
</table>
**Enrichment Concentrations**

Enrichment Concentrations provide an additional set of coursework to enhance your career concentration. In many cases, Enrichment Concentrations signal WHERE or THROUGH WHICH LENS you will perform the job duties within your primary career concentration.

<table>
<thead>
<tr>
<th>Concentration</th>
<th>Description</th>
<th>Popular Electives</th>
</tr>
</thead>
</table>
| Data, Digital Analysis, and Technology             | Enhances students’ decision-making skills by expanding their quantitative toolsets, honing their ability to make fact-based decisions, and teaching them to recognize competitive opportunities brought by analytics. Prepares students for broad functional roles with technology sector companies. | Technology Strategy and Business Innovation  
Data Analytics: Tools and Opportunities  
Marketing Analytics: Big Data and Marketing  
Digital Operations  
Digital Marketing |
| Energy                                             | Prepares students for various roles within the energy sector through exposure to the full energy value chain and examination of the selection, financing and execution of energy projects.                                      | The Energy Value Chain  
The Business of Alternative Energy  
The Midstream Business  
The Business of Power  
Energy Taxation and Policy |
| Entrepreneurship                                   | Serves students who intend to start a business, work for an existing startup, lead an entrepreneurial effort with a larger company or pursue a career in venture capital.                                                                 | Introduction to Entrepreneurship  
Business Plan Analysis  
StartUp-UNC  
Enterpreneurs Lab  
Venture Capital Deal Structure |
| Health Care                                        | Prepares students for an array of health care-related careers by providing an overview of the structure and component parts of the health-care system.                                                                 | The Challenges of Health Care  
Health Care Marketing  
Design and Delivery of Health Care Systems  
Global Health Care  
Health Care Brand Plan |
| Sustainable Enterprise                             | Equips students to identify and capitalize on opportunities that create competitive advantages for companies and nonprofit organizations by recognizing the benefits of a triple bottom line—incorporating economic, environmental and social outcomes. | Strategy and Sustainability  
Systems Thinking for Sustainability  
Impact Investing  
Sustainable Operations  
Sustainability Consulting |

**Focus Areas**

Represent emerging areas of program expertise reflecting the school’s unique resources.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Description</th>
<th>Most Popular Electives</th>
</tr>
</thead>
</table>
| Family Business        | This area complements MBA career and enrichment concentrations, and prepares next-generation family business leaders to lead entrepreneurial and sustainable family enterprises, create and maintain healthy family and working relationships, and be responsible stewards of family business assets. | Family Business I: Introduction to Family Enterprise  
Family Business II: Ownership and Governance  
Private Wealth Management  
Corporate Reputation Management |
UNC Kenan-Flagler has an outstanding reputation among top recruiters worldwide, built from both the strength of our alumni network and the valuable work of our Career and Leadership team. Whether you're changing careers or looking to move to the next level in your current field, Career and Leadership will help you determine a plan of action and provide exceptional programs to train, support and guide you on the right path.
2017-2018 SELECT HIRING EMPLOYERS

A.T. Kearney
Accenture
Amazon
Amgen
Apple
AT&T
Bain & Company, Inc.
Bank of America Corporation
Bank of America Merrill Lynch
Barclays
BASF
Bristol-Myers Squibb
Capital One
Cisco Systems
Cognizant Business Consulting
Dell
Deloitte
Delta Air Lines
Direct Supply
Dr Pepper Snapple Group
Duke Energy
Eastman Chemical Company
Eli Lilly and Company
Emerson Electric
ExxonMobil
EY (Ernst & Young)
Facebook
Genentech Inc.
GlaxoSmithKline
Goldman Sachs
Greystar
Harris Williams & Co.
IBM
Jefferies & Co.
Johnson & Johnson
JPMorgan Chase & Co.
Liberty Mutual
McKesson
McKinsey & Company
Microsoft Corp.
National Grid
Nestle
PepsiCo
Pollack Shores
PricewaterhouseCoopers (PwC)
Procter & Gamble
Royal Caribbean
ScottMadden, Inc.
Strata Solar
SunTrust Robinson Humphrey
Target
Tata Consultancy Services
The Coca-Cola Company
The Hershey Company
The North Highland Company
Thomson Reuters
United Parcel Service
Walmart
Wells Fargo Corp.
Whirlpool Corporation

Employers in bold hired a student without permanent U.S. Work Authorization.

Our Career and Leadership organizational model also offers a unique advantage. Each Career Consultant partners with students in specific career interest areas, which assures in-depth knowledge of the career fields targeted by our students. Our Career Consultants also work closely with our Employer Relations and Recruiting team to ensure that they are knowledgeable about the employers who recruit UNC Kenan-Flagler students. The team uses your career goals to develop a tailored search plan to ensure your success. They are available throughout the year to discuss all aspects of your job search, and they work with you on everything from creating a marketable resume, learning MBA-level job search techniques, perfecting your interview skills and negotiating for a favorable offer.

EMPLOYMENT BY FUNCTION

<table>
<thead>
<tr>
<th>Function</th>
<th>Median Base Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>$120,000</td>
</tr>
<tr>
<td>Finance – Corporate Finance</td>
<td>$105,000</td>
</tr>
<tr>
<td>Finance – Investment Banking</td>
<td>$125,000</td>
</tr>
<tr>
<td>Finance – Other</td>
<td>$100,000</td>
</tr>
<tr>
<td>Finance – Real Estate</td>
<td>$107,500</td>
</tr>
<tr>
<td>General Management</td>
<td>$113,000</td>
</tr>
<tr>
<td>Marketing/Sales</td>
<td>$100,000</td>
</tr>
<tr>
<td>Operations/Logistics</td>
<td>$120,000</td>
</tr>
</tbody>
</table>

SALARY REPORTING CHART

<table>
<thead>
<tr>
<th>2017 Salary Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 Average Base Salary</td>
</tr>
<tr>
<td>2017 Average Signing Bonus</td>
</tr>
</tbody>
</table>

Data represents the Full-time MBA Class of 2017 and complies with MBA CSEA guidelines for data collection.
ADMISSIONS

Experience and Preparation
Candidates with at least two years of full-time work experience are most competitive. Students are expected to have introductory knowledge of financial accounting, statistics and microeconomics prior to enrolling. Those who have not studied one of these areas can benefit from our summer Analytical Skills Workshop (ASW) prior to the start of classes in August.

Application Requirements
1. USD $150 application fee
2. Essays (2 required)
3. Resume
4. Work history
5. Two recommendations
6. Transcript from each university attended
7. GMAT or GRE score
8. TOEFL/IELTS/PTE (if test of English proficiency is applicable)

<table>
<thead>
<tr>
<th>Application Round</th>
<th>Application Submission by</th>
<th>Decision Release Date</th>
<th>Enrollment Deposit Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Early Action</td>
<td>October 15, 2018</td>
<td>December 7, 2018</td>
<td>January 4, 2019</td>
</tr>
<tr>
<td>2</td>
<td>December 10, 2018</td>
<td>February 1, 2019</td>
<td>March 1, 2019</td>
</tr>
<tr>
<td>3</td>
<td>January 14, 2019</td>
<td>March 15, 2019</td>
<td>April 12, 2019</td>
</tr>
<tr>
<td>4</td>
<td>March 11, 2019</td>
<td>April 19, 2019</td>
<td>May 10, 2019</td>
</tr>
</tbody>
</table>

Campus Visits
We encourage you to visit our campus in Chapel Hill, North Carolina. When our campus visit program is active, you can visit an MBA class, have lunch with current students, take a building tour and attend an information session. Class visits and lunch with students are not offered during school breaks and final exams. Campus visits can be scheduled through our online scheduler at mba.unc.edu/interview-visits.

Interviews
Admission interviews provide incremental information helpful for comparing and sorting the most competitive applicants. We have a Campus Open Interview Season and an Invitation-Only Interview Season.

- Campus Open Interview Season—September 10 through October 31, 2018. During this time, any applicant visiting campus can schedule an interview, as space permits. You do not need an invitation to interview during the Campus Open Interview Season. Reserve a campus interview during the Campus Open Interview Season at mba.unc.edu/interview-visits.

- Invitation-Only Interview Season—after October 31, 2018. Candidates who are most competitive across the various admission criteria will be invited to interview during the Invitation-Only Interview Season. Invitations to interview could be offered to selected candidates at any time after their applications are submitted. Candidates invited to interview may interview on campus, via webcam, via telephone or with an alumnus in selected cities outside the United States. More information is available at mba.unc.edu/interviews-visits.
UNC Kenan-Flagler seeks MBA candidates whose leadership and organizational abilities, communication skills, motivation and analytical skills indicate strong potential for success as a member of our close-knit community and in business.

TEAMWORK NETWORK

UNC Kenan-Flagler seeks MBA candidates whose leadership and organizational abilities, communication skills, motivation and analytical skills indicate strong potential for success as a member of our close-knit community and in business.
Merit Fellowships
UNC Kenan-Flagler awards full-tuition fellowships and partial-tuition awards to applicants who are most competitive across all the admissions criteria. Approximately one-third of our students receive fellowships. A select group of fellowship recipients is chosen for the Dean’s Fellows Program. See the list of fellowships and learn about the Dean’s Fellows Program at mba.unc.edu/fellowships.

UNC Kenan-Flagler is a member school of The Consortium for Graduate Study in Management (CGSM), an alliance of business schools and American corporations focused on facilitating the entry of underrepresented minorities into graduate education and management positions. Applicants compete for full-tuition merit-based fellowships for MBA study via a common application. Visit cgsm.org to learn more.

UNC Kenan-Flagler is a member of Forté Foundation, an organization of top business schools and corporations whose mission is to increase the number of women in business. Each year, Forté Fellows are selected based on exemplary leadership and achievement. Visit fortefoundation.org to learn more.

Tuition and Fees*
• $49,060 for North Carolina residents.
• $64,182 for non-North Carolina residents.

*Estimated for 2018-2019 academic year. Includes tuition and mandatory fees. Additional living expenses such as housing and books not included. Tuition and fees are finalized in the summer before each fall semester. Note that tuition is expected to increase each academic year. See the Tuition and Financial Aid section of our website for the most current estimates.

Financial Aid and Loans
All students are eligible to borrow loan funding for their studies. U.S. Citizens and Permanent Residents are typically eligible for federal loan funding and may choose to borrow private education loans as well to cover the estimated financial aid budget. The estimated financial aid budget includes the tuition estimate above as well as an amount for living and academic-related expenses: books, food, health insurance, housing, miscellaneous and travel.

Non-U.S. Citizen students who have a credit-worthy U.S. Citizen or Permanent Resident co-signer may borrow private education loan funding to cover the estimated financial aid budget. Those without a co-signer may borrow from the Discover Custom Graduate Loan for up to $40,000 per academic year. Non-U.S. Citizen students are also encouraged to research loan options in their home country.

Next Steps
Start an application: mba.unc.edu/apply
Schedule an interview or visit: mba.unc.edu/interview-visits
A dynamic blend of metropolitan culture in a beautiful, safe and friendly setting. A perennial list-maker for best places to live in the U.S. The constant stimulation of nearby Research Triangle Park and a supportive startup environment. A school culture steeped in a tradition of academic excellence and athletic achievement. These are all aspects of student life at The University of North Carolina at Chapel Hill. And just a few of the reasons to spend two amazing years here while on the path to success.

View our video that showcases UNC-Chapel Hill and Kenan-Flagler Business School, as well as surrounding communities and the state: http://tinyurl.com/TourUNCMBA