

consulting, strategy &  
general management

# Next-generation consulting, strategy and general management leadership.

The Tepper School of Business remains a top recruiting location for companies that value strategists who bring a high-level, multi-disciplinary mindset to organizational challenges. Recruiters' interests in partnering with Tepper extend beyond our graduates' unparalleled abilities to assess and respond to some of the most complex problems facing business. We think of it as a rare blend of "rigor and relationships."

We understand a fundamental truth that companies often face: meaningful change is significant and long-lasting. There isn't one simple solution, and most often there is a priority among a multitude of right answers. Navigating the complexity of competitive advantage – across various functions and industries – requires exceptional talent in strategic planning, finance, operations, marketing, international management and technology. The Global Enterprise Management MBA Track (new in Fall 2007), along with existing General Management (core MBA) and Entrepreneurship in Organizations MBA Tracks each emphasize breadth and depth with regard to strategic thinking and analytical decision making.



## Rankings CONSULTING, STRATEGY & GENERAL MANAGEMENT

*Rankings current as of October 2006.*

**5** WALL STREET JOURNAL – Consulting  
(Rank based on survey of 4,125 MBA recruiters.)

**6** WALL STREET JOURNAL – General Management  
(Rank based on survey of 4,125 MBA recruiters.)

**7** WALL STREET JOURNAL – Strategy  
(Rank based on survey of 4,125 MBA recruiters.)

## Rankings OVERALL

*Rankings current as of October 2006.*

**3** WALL STREET JOURNAL – National Ranking  
(Rank based on survey of 4,125 MBA recruiters.)

**16** BUSINESSWEEK (Rank based on 58 MBA programs in North America, Europe and Asia.)

**16** U.S. NEWS & WORLD REPORT (Rank based on 80 U.S. business schools.)



Tepper students annually host and/or compete in more than **30 case competitions** in the areas of finance, marketing, operations, entrepreneurship and strategy.



## Kevin Bethune

MBA 2005

Nike  
Global Business Planning  
Beaverton, OR

“My strategy courses provided a depth of understanding about key customer and competitor movements in a variety of industries. The learning has made a difference in my ability to help an organization navigate through a dynamic, fast-paced market.”

# Recruiting Partners

## CONSULTING

- > A.T. KEARNEY
- > ABEAM CONSULTING
- > AC NEILSEN
- > ACCENTURE
- > ACTUS CONSULTING GROUP INC.
- > AQUANTIVE
- > ARCHSTONE CONSULTING
- > ARIBA
- > BAIN & COMPANY
- > BEARINGPOINT
- > BLUE CANYON PARTNERS
- > BOOZ-ALLEN & HAMILTON
- > BOSTON CONSULTING GROUP
- > CAMBRIDGE ENERGY RESEARCH ASSOCIATES
- > CORPORATE EXECUTIVE BOARD
- > CRA INTERNATIONAL
- > DALBERG DEVELOPMENT
- > DELOITTE
- > DIAMOND MANAGEMENT & TECHNOLOGY CONSULTANTS, INC.
- > DROEGE & COMPANY
- > DUGGAN & ASSOCIATES
- > ECG MANAGEMENT CONSULTANTS
- > FIRST ANNAPOLIS CONSULTING
- > FISCHER JORDON
- > FTI CONSULTING
- > GREENWICH STRATEGY
- > HARGETY CONSULTING
- > HITACHI
- > IBB CONSULTING GROUP
- > IBM CONSULTING
- > INCODE
- > INFOSYS TECHNOLOGIES
- > MANAGEMENT SCIENCE ASSOCIATES
- > MARKETBRIDGE
- > MARKETSPHERE CONSULTING
- > MAXIMUS
- > MCKINSEY & COMPANY
- > MERCER HUMAN RESOURCE CONSULTING
- > MERCER MANAGEMENT CONSULTING
- > MITCHELL MADISON GROUP
- > MORGAN SAMUELS COMPANY
- > NORTH HIGHLAND COMPANY
- > PAYSTREAM ADVISORS
- > PITTIGLIO RABIN TODD & MCGRATH
- > POINT MANAGEMENT GROUP
- > PRICEWATERHOUSECOOPERS
- > SAP AMERICA
- > SIEMENS
- > SJ CONSULTING GROUP
- > ZS ASSOCIATES

## STRATEGY & GENERAL MANAGEMENT

- > AC NIELSEN
- > AEQUICAP INC.
- > AIR PRODUCTS & CHEMICALS
- > ALCOA
- > AMAZON.COM
- > AMERICAN AIRLINES
- > AMERICAN GREETINGS
- > ANALOG DEVICES
- > APPLE COMPUTER, INC.
- > APPLIED COMPUTATIONAL TECHNOLOGIES, LLC
- > AT&T
- > AVAYA
- > AVID TECHNOLOGY
- > BANK OF AMERICA
- > BIOGEN IDEC
- > BOC GASES
- > BODYMEDIA
- > BRITISH TELECOMMUNICATION
- > BRUNSWICK CORP
- > BURGER KING
- > CAPITAL ONE
- > CARDIACASSIST
- > CEMEX
- > CENTURA HEALTH
- > CIGNA
- > CITIGROUP
- > CJ CORP
- > CLEARWELL SYSTEMS INC.
- > COLDWATER CREEK
- > COMBINATORX
- > DEUTSCHE BANK
- > DIGITAL INSIGHT
- > DISCOVER FINANCIAL SERVICES, LLC
- > DISNEY CONSUMER PRODUCTS
- > DOOSAN
- > DTE ENERGY
- > DUQUESNE LIGHT CO
- > EATON CORPORATION
- > EMC
- > EMERSON
- > ENTERGY
- > EQUITABLE RESOURCES
- > ERICO
- > EXXONMOBIL
- > FEDERAL EXPRESS
- > FIRST DATA CORPORATION
- > FMC - BIO POLYMER
- > FREDDIE MAC
- > GEISINGER VENTURES
- > GENERAL ELECTRIC
- > GIANT EAGLE
- > GIVAUDAN
- > GLOBIS
- > GOODRICH CORP
- > GOODYEAR TIRE & RUBBER COMPANY
- > GOOGLE
- > GRUPO FINANCIERO UNO
- > GUIDESTER, INC.
- > H.J. HEINZ COMPANY
- > HARRAH'S ENTERTAINMENT
- > HIGHMARK BLUE CROSS/BLUE SHIELD
- > HONEYWELL
- > IBM
- > IBM EXTREME BLUE
- > INDUSTRIAL SCIENTIFIC
- > INNOVATION WORKS
- > INTERBOTS INITIATIVE
- > JOHNSON & JOHNSON
- > JPMORGAN CHASE & CO
- > KENNAMETAL
- > KINDER MORGAN
- > LEXISNEXIS
- > LIBERTY MUTUAL INSURANCE
- > LOCKHEED MARTIN
- > M&T BANK
- > MANAGEMENT SCIENCE ASSOCIATES
- > MEDRAD
- > MELLON ASSET MANAGEMENT
- > MELLON FINANCIAL
- > MICROSOFT
- > NOVARTIS INTERNATIONAL
- > PFIZER
- > PHILIPS MEDICAL JAPAN
- > PLEXTRONICS INC.
- > PNC FINANCIAL SERVICES GROUP
- > PPG
- > PROGRESSIVE INSURANCE
- > RAMBUS
- > REAL NETWORKS, INC.
- > REAL SOFTWARE SYSTEMS
- > REALNETWORKS, INC
- > RESPIRONICS
- > REVOLON, INC
- > RISKMETRICS GROUP
- > SAMSUNG
- > SBC
- > SEAGATE
- > SPARTECH
- > TEXAS INSTRUMENTS
- > THE CONTI GROUP
- > THERMO FISHER SCIENTIFIC
- > THOMSON CORP.
- > THOMSON LEGAL AND REGULATORY
- > TOYOTA
- > UNION PACIFIC
- > UNION SWITCH & SIGNAL
- > UNITED TECHNOLOGIES
- > VERISIGN
- > WALT DISNEY COMPANY
- > WASHINGTON MUTUAL
- > WESTINGHOUSE ELECTRIC COMPANY
- > WEYERHAEUSER
- > WYETH
- > YAHOO!

# Curriculum.

## CONSULTING, STRATEGY & GENERAL MANAGEMENT

The Tepper School of Business has been leading and teaching management science for more than a half century. Our renowned analytical approach is grounded in decision competencies based on quantitative methods and models that provide an in-depth analytical view of today's dynamic business environment and complex management issues.

This curriculum listing corresponds to many of our MBA concentrations and study areas in consulting and general management. The Tepper MBA curriculum is designed to evolve in complexity and business application throughout the students' two years of study. Year One builds upon fundamentals and skill sets in the core disciplines, including Operations, Finance, Marketing, Strategy, Organizational Behavior and Technology. Year Two advances the theory and strategic application to provide breadth and depth in areas that support corporate strategy with the completion of three to four concentrations in specific functional areas.

The General Management MBA Track – our core MBA degree – serves as an umbrella academic option due to the flexibility associated with multiple concentrations. The General Management MBA Track complements the seven other Tepper MBA Tracks that include: Analytical Marketing Strategy; Biotechnology; Entrepreneurship in Organizations; Global Enterprise Management; Management of Innovation and Product Development; Technology Leadership; and Wealth and Asset Management.

### MANAGEMENT & STRATEGY

- > BARGAINING, REPUTATION AND STRATEGIC INVESTMENT
- > COMPETITIVE STRATEGY AND THE NEW ECONOMY
- > COMPETITIVE STRATEGY PROJECT
- > CONSULTING AND CONFLICT RESOLUTION
- > CORPORATE TRANSITION
- > DEVELOPING STAR PERFORMERS
- > EXPERIMENTAL METHODS FOR BUSINESS STRATEGIES
- > MANAGERIAL DECISION MAKING
- > MANAGING INTELLECTUAL CAPITAL AND KNOWLEDGE INTENSIVE BUSINESSES
- > MANAGING SERVICE, E-COMMERCE AND CUSTOMER-DRIVEN BUSINESSES
- > MEETING THE CHALLENGES OF CORPORATE LEADERSHIP
- > RESPONSIBILITIES AND PERSPECTIVES OF THE CEO
- > STRATEGIC CORPORATE MANAGEMENT
- > STRATEGIC HUMAN RESOURCE MANAGEMENT
- > STRATEGIC PLAY FOR AUCTIONS, MARKETS AND CONTRACTS

### COMMUNICATIONS

- > EXECUTIVE COMMUNICATION SKILLS
- > HIGH-STAKES PRESENTATIONS
- > PRESENTING AND DECISION MAKING
- > PRESENTING COMPETITIVELY
- > WRITING AND DECISION MAKING

### ENTREPRENEURSHIP

- > ENTREPRENEURIAL BUSINESS PLANNING
- > ENTREPRENEURIAL THOUGHT AND PRACTICE
- > FUNDING EARLY STAGE VENTURES

### FINANCE

- > CORPORATE FINANCE
- > CORPORATE RESTRUCTURING
- > FUTURES AND SWAPS
- > INTERNATIONAL FINANCE
- > INVESTMENT ANALYSIS
- > OPTIMIZATION METHODS IN FINANCE
- > STUDIES IN CORPORATE FINANCE
- > STUDIES IN FINANCIAL ENGINEERING
- > TAXATION AND FINANCIAL STRATEGY

### INTERNATIONAL MANAGEMENT

- > CROSS-CULTURAL MANAGEMENT AND ETHICS
- > INTERNATIONAL ACCOUNTING
- > INTERNATIONAL BUSINESS
- > INTERNATIONAL MANAGEMENT IN EUROPE
- > INTERNATIONAL MANAGEMENT IN TRANSITIONAL ECONOMIES





**Management Game**, first introduced by Carnegie Mellon in 1958, has been adopted by many other leading business schools as an effective business simulation model. Tepper students work with an external board of directors to manage a multinational corporation, guiding the organization through a wide range of issues including global expansion, labor negotiations, operations, market share, shifting economies and financial performance.

#### LEGAL & POLITICAL ENVIRONMENT

- > BUSINESS, GOVERNMENT AND STRATEGY
- > BUSINESS LAW AND ETHICS
- > CONTRACT LAW
- > ETHICAL ISSUES IN BUSINESS

#### MARKETING

- > BUSINESS TO BUSINESS MARKETING
- > INTERACTIVE MARKETING LEVERAGING TECHNOLOGY
- > MARKETING APPLICATIONS OF DATA MINING
- > MARKETING RESEARCH
- > NEW PRODUCT MANAGEMENT
- > PRICING

#### ORGANIZATIONAL BEHAVIOR AND ANALYSIS

- > ADVANCED NEGOTIATIONS IN COMPLEX ENVIRONMENTS
- > GROUPS AND TEAMS IN ORGANIZATIONS
- > INTERPERSONAL NEGOTIATIONS
- > KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL LEARNING
- > ORGANIZATIONAL CHANGE
- > ORGANIZATIONAL POWER AND INFLUENCE
- > SOCIAL NETWORKS: COORDINATION AND CONTROL

#### PRODUCTION/OPERATIONS MANAGEMENT/ OPERATIONS RESEARCH

- > BUSINESS FORECASTING WITH TIME SERIES MODELS
- > JIT MANUFACTURING AND SUPPLY CHAIN MANAGEMENT
- > MANUFACTURING STRATEGY
- > OPERATIONS RESEARCH APPLICATIONS
- > OPERATIONS RESEARCH IMPLEMENTATIONS
- > OPERATIONS REVENUE MANAGEMENT
- > OPTIMIZATION AND DECISION MAKING
- > PROBABILITY AND DECISION MAKING
- > QUALITY DESIGN AND ANALYSIS
- > SEQUENCING AND SCHEDULING
- > SIMULATION MODELING FOR PRODUCTION SYSTEMS

curriculum

# MBA full-time class of 2006.




## COMPENSATION BY FUNCTION – CONSULTING, STRATEGY & GENERAL MANAGEMENT

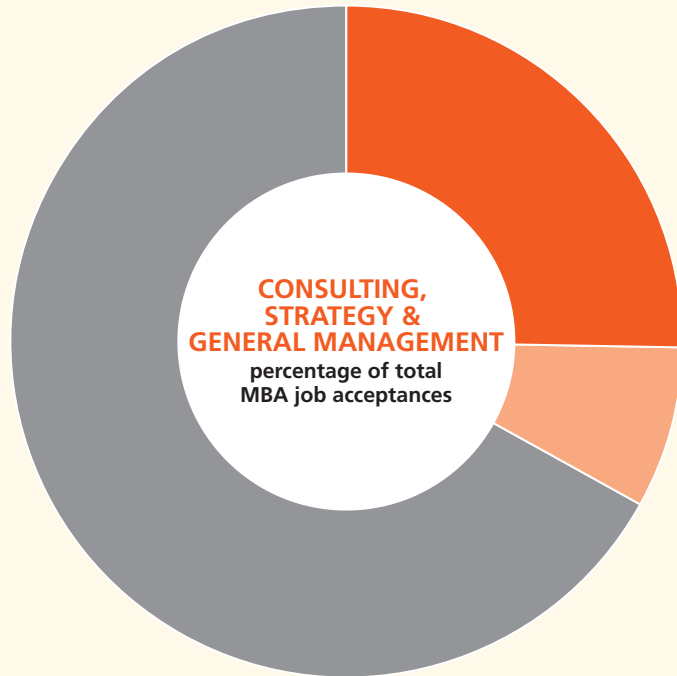
FUNCTION	PERCENT	MEAN	MEDIAN	HIGH	LOW
<b>CONSULTING:</b>	<b>25.38%</b>	<b>\$107,428</b>	<b>\$ 110,000</b>	<b>\$ 126,000</b>	<b>\$ 70,000</b>
<b>GENERAL MANAGEMENT:</b>	<b>7.69%</b>	<b>\$ 93,889</b>	<b>\$ 88,000</b>	<b>\$ 175,000</b>	<b>\$ 72,000</b>
General Management	2.31%	\$ 117,667	\$ 90,000	\$ 175,000	\$ 88,000
Project Management	0.77%	N/A	N/A	N/A	N/A
Strategy Planning/Business Development	4.62%	\$ 80,400	\$ 82,000	\$ 90,000	\$ 72,000

*This report includes all domestic and international acceptances as of three months after graduation.*

*N/A = Insufficient Data*

**ACADEMIC OPTIONS**

-  MBA Concentration
-  MBA Track
-  Dual Degree



- Consulting: 25.38%
- General Management: 7.69%
- All Other Functions: 66.93%

# MBA full-time

# MBA internships class of 2006.

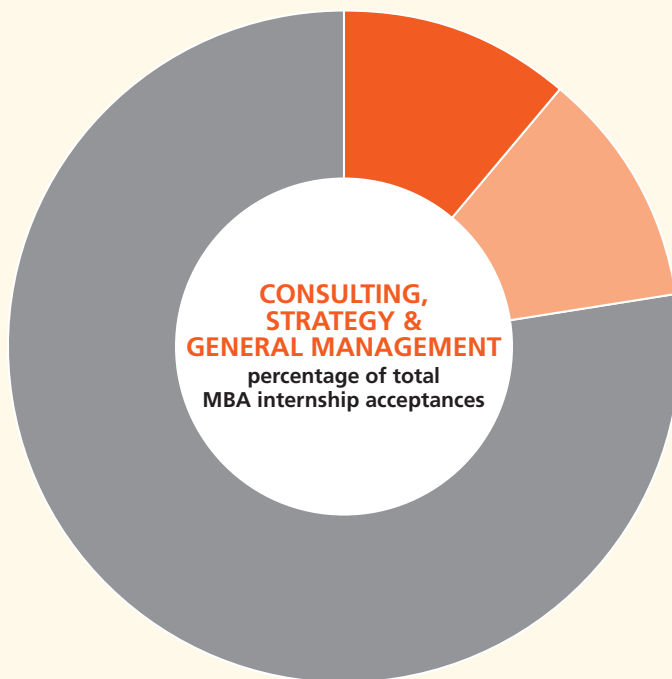
## INTERNSHIP COMPENSATION BY FUNCTION – CONSULTING, STRATEGY & GENERAL MANAGEMENT

FUNCTION	PERCENT	MEAN	MEDIAN	HIGH	LOW
<b>CONSULTING:</b>	<b>11.32%</b>	<b>\$ 8,614</b>	<b>\$ 9,000</b>	<b>\$ 10,000</b>	<b>\$ 1,500</b>
<b>GENERAL MANAGEMENT:</b>	<b>11.32%</b>	<b>\$ 4,865</b>	<b>\$ 5,000</b>	<b>\$ 7,948</b>	<b>\$ 1,386</b>
General Management	1.26%	N/A	N/A	N/A	N/A
Project Management	1.89%	N/A	N/A	N/A	N/A
Strategy Planning/Business Development	8.18%	\$ 4,907	\$ 5,000	\$ 7,948	\$ 1,386

*This includes all domestic and international acceptances as of three months after the end of the academic year.*

*N/A = Insufficient Data*

# MBA internships



- Consulting: 11.32%
- General Management: 11.32%
- All Other Functions: 77.36%

120+ electives from  
which to choose within  
the MBA program.



## Francisco D'Souza

MBA 1992

Cognizant Technology Solutions  
Chief Operating Officer  
Teaneck, NJ

“Tepper grads clearly set themselves apart. Equipped with leading-edge tools, fresh insights and seasoned experience, they successfully tackle the toughest problems and the greatest opportunities.”