

Koç University Graduate School of Business

Koç University Executive MBA Program

Leadership Skills

Strategy, Plan, Execute

Responsibility
Leadership
Vision



KOÇ
UNIVERSITY



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Why an Executive MBA at Koç University?

Koç Executive MBA Program was established in 1994 as the first Executive MBA Program in Turkey. Koç Executive MBA Program is now the first program from Turkey, and our region, to have been placed in the Financial Times rankings.

Fierce competition, globalization and market volatility all contribute to the numerous challenges facing today's leading companies. Such an environment calls for sustained leadership, innovation and effective problem solving strategies based on global trends.

With its outstanding curriculum, dedicated faculty, vast business network and state-of-the-art facilities, our Executive MBA Program is a valuable investment for future and current business leaders.

The enviable reputation of the Koç Executive MBA Program is founded on its rigorous curriculum, excellent faculty and brilliant students. Today, employers have confidence that Executive MBA at Koç is a transforming experience, not only for the participants but for their institutions as well.

At Koç University's Graduate School of Business, we are committed to maintaining the highest academic standards in line with our vision of becoming a globally recognized center of excellence. We believe passionately in continuous improvement. Our time-tested curriculum regularly undergoes reviews to ensure that it reflects the latest trends in business education as well as the demands of the complexities of the business world.

We are grateful to our participants who meet the demands of our challenging program. Their strong background, dedication to continuous learning and energetic participation facilitate an exchange of ideas among members of the class. Our program extensively relies on team work. The result is a broadening of perspectives for all participants.



Koç University

Koç University is a non-profit private university founded in 1993 by the Vehbi Koç Foundation. The late Vehbi Koç is the founder of the Koç Group, the biggest industrial group in Turkey. The Vehbi Koç Foundation is the most influential foundation in Turkey and operates in the areas of education, health, and culture.

For more information please visit:
<http://www.ku.edu.tr> 

Koç University Graduate School of Business

Renowned for its faculty, research, and international partnerships, the Graduate School of Business is a truly exceptional institution dedicated to educating creative, versatile, and socially responsible future leaders.

The Graduate School of Business' mission is to provide the best education in order to contribute to the welfare of Turkey and all humanity. The Graduate School of Business aspires for its graduates to become leaders in their professions anywhere in the world, critical thinkers, creative individuals, who are socially responsible, and be committed to the highest ethical standards and to the values of democracy.

The Graduate School of Business' research aims to extend knowledge and to influence the intellectual, technological, economic, and cultural advancement of Turkey and its surrounding regions.

Koç University Graduate School of Business strives to achieve excellence. It is a high quality institution that aims to provide the best education with the best faculty, infrastructure, international network, research performance, and the best corporate relations.

For more information please visit:
www.gsb.ku.edu.tr



Financial Times EMBA Ranking in 2010

With respect to career progress, we are ranked 30th among the top 100 EMBA programs globally and 34th on the basis of pay advancement, with graduate salaries demonstrating an increase of 63%.

Koç Executive MBA Program was ranked 57th worldwide by the Financial Times in 2010, moving up from 63rd place in 2009. The Koç Executive MBA Program is the only program in Turkey and in our region, to be placed in such a prestigious list. This ranking places Koç University Graduate School of Business (GSB) among the leading business schools in the world.

Financial Times sends surveys to business schools and their graduates of the past three years. The rankings are based on three major criteria:

1. Career Progress
2. Diversity of the School
3. Thought Leadership

With respect to career progress, we are ranked 30th among the top 100 EMBA programs globally and 34th on the basis of pay advancement, with graduate salaries demonstrating an increase of 63%. We are ranked 25th in terms of the extent to which alumni fulfilled their most important goals or reasons for entering an EMBA category.

With regard to the student and faculty diversity, we are very proud to report that our Graduate School of Business again ranked number 1, as it was in 2009, in the world in terms of women faculty ratio. This is an exceptional sign of diversity of the school in terms of gender balance.

Our faculty members are very well-known internationally in their fields.

Schools are also evaluated in terms of their thought leadership. An important criterion in this category is the number of publications in top journals identified by Financial Times. Our faculty members are very well-known internationally in their fields. Their research contributes to global theory development in various areas of business, as demonstrated by publications in highly prestigious journals.

For a list of these journals please see;

<http://www.ft.com/cms/s/2/bd9e8b74-fd17-11dd-a103-000077b07658.html>



For Financial Times 2010 ranking, please see

<http://rankings.ft.com/businessschoolrankings/emba-rankings-2010>



Nazım Yaprak

EMBA '11

Finance Coordinator

TAV Airports Holdings Co.

I have been working at TAV Airports Holding; a pioneering, leading company in the aviation sector which is among the major players in the world today. Koç University is an institution similar to TAV Airports; with a reputation as one of the top universities around the world. My intention in attending Koç Executive MBA Program is to expand my knowledge, broaden my perspective, and improve my position. I believe that this program provides me with a rich variety of academic and social contacts, allowing participants to learn from each other. I am very excited about attending the Executive MBA Program at Koç University. During the Program, not a week has gone by without contributing to our personal development. Each project assigned by the professors has both developed the teams' abilities and knowledge as a result of its goal-oriented focus. Being a part of this community is obviously the right choice, as it has been a pivotal and life changing step in my career path.

Program Overview

Through its unique format, Koç Executive MBA Program is ideally suited to meet the demands of managers and organizations.

Since its foundation, Koç University has committed itself to being an academic center of excellence in teaching and research and being recognized worldwide with its students, faculty, educational and research programs.

Koç University's Executive Master of Business Administration Program (EMBA) enables mid-career professionals with a minimum of 5-year work experience to improve their managerial and leadership skills and to equip themselves with the analytical foundation necessary towards higher levels in their careers.

The design of the program allows students to complete their education without disrupting their work, over a period of 13 months. The program starts with an approximately two-week full-time module in August, followed by lectures on Saturdays and a limited number of Fridays to accommodate corporate lifestyles. The program ends with a similar two-week full-time module at the end of the following August.

Basic Components of the Success of Koç Executive MBA

Koç University Executive MBA Program's growing reputation is the result of:

- Top-Notch Professional Students
- An Internationally Recognized Faculty
- Strong Return on Investing in Education
- A Rigorous Curriculum
- A Supportive Learning Environment
- Excellent Resources and State-of-the-Art Facilities

Program Structure

Through its unique format, Koç Executive MBA Program is ideally suited to meet the demands of managers and organizations. This program fully equips students to become key players in major companies and to implement critical changes towards growth and development.

~ 2 Weeks Full-Time on Campus

Beginning of August

12 months
Saturdays Only

September-July

~2 Weeks Full-Time on Campus

End of the following August

Business Fundamentals

Marketing Management I (32 hr)

Marketing Management II (32 hr)

Managerial Finance I (32 hr)

Managerial Finance II (32 hr)

Financial Accounting (24 hr)

Management Accounting (24 hr)

Operations Management (32 hr)

Management Information Systems (16 hr)

Managerial Economics (24 hr)

Macroeconomics (24 hr)

Strategy and Cross-Functional Development

Business Strategy (32 hr)

New Venture Development (40 hr)

Business Simulation (40 hr)

Decision Making

Managerial Statistics (24 hr)

Quantitative Methods in Business (24 hr)

Managerial Practices

Team Development (Outdoor) (6 hr)

Academic Orientation (6 hr)

Communication Skills (6 hr)

Building Leadership and Management Skills (16 hr)

Leading and Managing in Organizations (24 hr)

Managing Human Resources (24 hr)

Fundamentals of Contract Law & Corporate Governance (24 hr)

Corporate Responsibility (16 hr)

Global and Business Perspective

International Business (32 hr)

Business & Governments (16 hr)

Turkish Economy (16 hr)

Senior Executive Conference (6 hr)

Students

Koç Executive MBA Program encourages applications from managers with international or entrepreneurial experiences in a wide range of industries.

Our admission policy is to recruit a class with an outstanding diversity of educational background, work experience and industry.

Some students are middle-level and upper-level functional managers from major corporations, others are managers or operators of small businesses. This variety in job and career backgrounds creates a challenging study environment. We especially encourage applications from managers with international or entrepreneurial experiences in a wide range of industries.

An Overview of Class of 2011

Average Work Experience	10 years
Average Age	33
International Experience	87%



Oğuz Taner Okutan

EMBA '10

Channel Marketing Manager

İşbank

Since the Executive MBA Program of Koç University offers the chance to access diverse range of experiences from various industries and the theoretical framework aiming to explain and solve the deficiencies of today's business life, it suits my expectations well. Moreover, the idea of being in an environment that facilitates self-development and getting the opportunity to have strong ties with an exceptional network of people both from academic and business life energizes me. The Koç University Graduate School of Business is the right place for me to exchange my experiences and leverage my intellectual capital.

Educational Background

Undergraduate Degree	# of students	
Engineering	32	57%
Business Administration	8	14%
Economics	8	14%
Other	8	15%

Industry Experience

Manufacturing	65%
Services	35%

Functional Areas

Finance	25%
Sales & Marketing	25%
General Management	16%
IT Management	7%
Project Management	5%
Procurement	3%
Other	19%

Countries of Origin of the International Students in the Program Since 1995

Italy
Azerbaijan
Denmark
Spain
Holland
France
Kazakhstan
UK
USA
India
Germany



Emrah Erçen

EMBA '10

Assistant General Manager

Çimtas Piping Industries and Trading Co. Ltd. Turkey

General Manager

Çimtas (Ningbo) Steel Processing Co. Ltd. China

The former seven years of expatriate executive position in China has given me tremendous on-the-job training opportunities to acquire management skills. However, I was still feeling the need to learn about the academic basis of leadership to solidify, diversify, crosscheck, and improve upon my existing and acquired management toolbox.

By attending the Koç Executive MBA, I was also seeking to attain a better understanding of decision-making, conflict resolution, and strategy building perspectives of exemplary leaders. I feel that Koç Executive MBA Program assists me in strengthening my skills and knowledge in these areas.

What makes Koç Executive MBA Program different?

In addition to our full-time faculty members who are excellent teachers and researchers, the Executive MBA Program hosts professors from globally renowned institutions.

An Internationally Recognized Faculty

Koç Executive MBA faculty is staffed by a group of renowned scholars, dedicated professors and well-known consultants. All faculty members have a background of extensive international education and experience. The faculty contributes to the objective of fostering the School's worldwide recognition with their international experience and scholarly activities.

The diversity of this international faculty enhances the student experience. The faculty members share real world knowledge which directly relates to business issues.

Our faculty is our greatest asset. In addition to our full-time faculty members who are excellent teachers and researchers, the Executive MBA Program hosts professors from globally renowned institutions.

Investment for Companies

Businesses face an ongoing challenge to strategically plan for their executive human resources. First, they need to develop their high-potential managers and set the stage for the growth of individual knowledge in today's

downsized work force. Secondly, the rising managers need to be encouraged to gather the credentials to take on more responsibility more rapidly in order to quickly develop into senior executive players.

In view of these features, more than 200 progressive companies have sponsored their managers in the Koç Executive MBA Program. The sponsorship of a manager in the program stems from a strong bond with the company. Student managers offer significant contributions to organizational success both during and after their program of study. The majority of Koç Executive MBA graduates strengthen the bond with their companies during the program and remain with those companies long after graduation.

On the other hand, there has been an increasing number of self-sponsoring students in the program over the years. The program's schedule enables business professionals to participate in the program without having to compromise their work hours. This feature contributes considerably to the participation of individuals who either have to or prefer to self-finance their education.



A Rigorous Curriculum

The Koç Executive MBA curriculum emphasizes the fundamentals of business and management theory: economics, accounting, business strategy, management and decision sciences, finance, marketing, operations management, management information systems and international business. The result is an MBA graduate with the strategic insight, multi-functional expertise, a global perspective and the analytical and informational skills required from a world-class business leader.

The program combines a rigorous theoretical and analytical approach with practical and conceptual tools.

Koç University has based its educational program on the principle of “creative teaching and participatory learning”. The faculty members employ a variety of teaching methods. These include case analysis, role playing exercise, written and

oral presentations, model-building exercises and business simulations. Some classes use more traditional lecture and discussion methods. Each faculty member is encouraged to adopt the style that works best given course objectives, the nature of the material, and the instructor’s own preferences.

Students are expected to actively take part in class discussions, make presentations, write papers and complete assignments individually as well as in group projects. Cases are used frequently to improve problem diagnosis, analysis, and creative problem-solving skills. Most cases describe complex, real organizational issues. Harvard Business School, INSEAD, Kellogg, Babson College and Darden cases are used in the program, in addition to the cases developed by Koç University faculty members. Leading executives frequently visit the school to provide class presentations based on their own experiences. Students discuss their own managerial problems and opportunities in classes and in project work groups.

What makes Koç Executive MBA Program different?

The program starts and ends with two weeks of full modules in August. The total contact time, in other words, the time spent on campus with program-related activities, is around 600 hours. Students attend the campus for a total of approximately 78 days. With the exception of the full-time summer terms, students come to the campus on Saturdays and for only a limited number of Fridays. The total time for out-of-class preparation, projects and assignments is estimated at around 1,200 hours; as such, the total time commitment for each participant is over 1,800 hours over a period of 13 months.

Typical School Day of an EMBA Student

8:30 AM	Tea/Coffee
9:00 AM-1:00 PM	Morning Sessions
1:00-2:00 PM	Lunch Break
02:00-6:00 PM	Afternoon Sessions

Koç EMBA Curriculum Advantage

With its well-designed curriculum and experience built up over the years, Koç Executive MBA develops:

- Functional knowledge across all business disciplines
- Strong focus on strategy to address complex issues and competitive challenges
- Leadership and the ability to work effectively in teams
- Proficiency in computing for analysis, communication and presentations
- Creative, informed decision analysis
- Oral and written management communication skills
- An international management perspective

All Executive MBA students come with superior track records in their fields. The knowledge and skills they gain during the intensive thirteen-month program prepare them to make even greater contributions to their companies' successes. What is learned in class can be applied at the work place immediately.



Pınar Ercan Tursun

EMBA '06

**Advanced Product Marketing Brand Manager
Commercial Vehicles**

Ford of Europe

It is my belief that a business program for executives should couple theory with its practical applications. Koç's Graduate School of Business simulates today's business environment. It heightened my awareness of an executive's responsibilities and allowed me to oversee numerous operations of an organization and ensure its success with a stray foresight.

Executive MBA Course Descriptions

ACCT 901 - Financial Accounting

Asst. Prof. Özlem Olgu

Financial accounting with a managerial emphasis. Generally accepted concepts, assumptions, standards, and practices used in recording business transactions and in the preparation of published financial statements: balance sheet, income statement, and cash flow statement. The basic recording cycle involved in recording, storing, and summarizing business transactions, accounting for current assets, inventories, plant-property-equipment, liabilities, capital stock, and retained earnings. The effect of different accounting alternatives on the financial position and profitability of the company. Analysis and interpretation of financial statements.

ACCT 902 - Management Accounting

Lecturer Levent Özakhun

A user-oriented approach to the design of management accounting procedures and systems to collect, classify, process, analyze, and report information to assist managers of complex hierarchical organizations in their planning and control activities. Accounting information that enhances decision making, guides strategy development, evaluates existing strategies, and focuses efforts related to improving organizational performance. Emphasis on innovative practices including activity-based costing and target costing and the balanced scorecard.

MFIN 901 - Managerial Finance I

Senior Lecturer, Cüneyt Demirgüres

Managing Director, Head of Turkish Equity Research & Deputy Head of EEMEA Research, UniCredit Menkul Değerler A.Ş.

Introduction to the time value of money and discounted cash flow analysis; coverage of financial decisions to maximize the value of the firm's equity: valuation of assets, liabilities, and common equity; capital budgeting decisions; opportunity cost of capital; risk and return.

MFIN 902 - Managerial Finance II

Senior Lecturer, Cüneyt Demirgüres

Managing Director, Head of Turkish Equity Research & Deputy Head of EEMEA Research, UniCredit Menkul Değerler A.Ş.

The valuation framework developed in, applied to a series of major corporate financial and asset management decisions: Issuance of corporate securities, corporate financing decisions, dividend policy, capital structure, and corporate risk management.

OPSM 901 - Operations Management

Prof. Dr. Barış Tan/Dean, College of Administrative Sciences and Economics

Fundamental decisions and tradeoffs in the operations management of service as well as manufacturing companies: obtaining and controlling productive resources; process management fundamentals; cross-functional integration, coordination, and control; improving the performance of productive systems; and competing through technology and operations.

QMBU 901 - Quantitative Methods for Business

Asst. Prof. Yalçın Akçay

Quantitative models for managerial decision making: basic concepts of mathematical programming, decision trees for modeling uncertainty, forecasting techniques; issues in prescriptive modeling; use of software tools for modeling and decision support.

MKTG 901 - Marketing Management I

Assoc. Prof. Ayşegül Özsoyer

An overview of broad marketing issues facing higher levels of management. Strategic perspective in study of business and marketing objectives, market segmentation, targeting and positioning, product development, pricing, distribution, promotion, market research and global marketing.

What makes Koç Executive MBA Program different?

MKTG 902 - Marketing Management II

Asst. Prof. Nükhet Harmancıoğlu

Managerial view of marketing as a major component of corporate strategy. Decision making related to product, price, promotion and distribution strategies, and developing an integrated marketing mix program.

MGIS 902 - Management Information Systems

Visit. Prof. Giri Kumar Tayi/State University of New York at Albany

Basic concepts of information technology, systems analysis and design, competitive implications of information management, information systems and change, future directions in information technology use, managerial issues associated with e-commerce technology.

MGMT 906 - Business Strategy

Visit. Prof. Karel Cool/INSEAD

Competitive strategies and major organizational forms used by today's successful companies, including functional, divisional, matrix, network, and cellular organizations. Techniques for analyzing industries, competitors, and companies from a strategic perspective. A comprehensive audit of company strategy to explore the major competitive, organizational, and human resource issues the designated company will face in the future.

MGMT 902 - Business Simulation

Visit. Prof. Jerome E. Hass/Cornell University

Managing a computer simulated firm over consecutive, annual operating periods whereby competitive performance is measured in terms of market shares and corresponding financial results. Integrative learning experience in the essentials of financial accounting, principles of marketing, finance, and operations management; and the importance of good forecasting in balancing the overall business activities of a firm in a market-driven economy.

MGMT 910 - International Business

Senior Lecturer, Alpaslan Korkmaz/Former President, Investment Support and Promotion Agency of Turkey (ISPAT)

A political economic analysis of international business; transnational corporations and models of international investment; multilateral agreements, new regionalism with reference to the European Union, NAFTA and the Asia Pacific blocs; financial crises in emerging markets and the reform of the IMF.

MGMT 905 - Leading and Managing in Organizations

Visit. Prof. Craig Fox/UCLA

Fundamental changes in the way that management is practiced based upon new patterns of competition, new technologies and shifts in values. Topics include motivating individuals and teams, organizational conflict and negotiation, managing change and transformation.

MGMT 904 - Building Leadership and Management Skills

Lecturer, Hasan Yılmaz/Board Member & CEO, Hürriyet Gazetecilik

Former Chairman/CEO, Unilever Turkey

Former President - Food, Retailing, Tourism Group, Koç Holding

Focus on team building, group and feedback processes, including effective writing and public speaking, negotiations and creative problem solving skills. Exploration of the leadership concept, key leadership traits, typical leadership styles and situational leadership. Recognition of the critical role of leadership during the change process. Preparation of a personal development plan based on self-awareness to build on strengths while improving weaknesses in order to develop abilities to manage oneself and to lead others.

MGEC 901 - Managerial Economics

Asst. Prof. Alp Atakan

Fundamental concepts and analytical tools of microeconomic theory as applied to managerial decision making. Demand, supply and equilibrium in a competitive market. Market equilibrium in monopolistic and oligopolistic markets; markets with network externalities; behavior under conditions of asymmetric information.

MGEC 902 - Macroeconomics

Senior Lecturer, Murat Uçer/Advisor, Global Source Partners & Partner, Ucer-Mizrahi Information Systems

Focuses on understanding the broader macroeconomic and global environment in which managers make their decisions. Basic national income accounting, monetary and fiscal policy, inflation, determination of exchange rates and international aspects of macroeconomics.

MGEC 903 - Turkish Economy

Visit. Prof. Ercan Uygur/Ankara University

Examination and evaluation of the developments in Turkish economy using the basic economic concepts and tools. Investigation of the post-1980 Turkish economy, with emphasis on current policy issues and future prospects.

STAT 901 - Introduction to Managerial Statistics

Asst. Prof. Yalçın Akçay

An introduction to statistics as applied to managerial problems. Conceptual understanding, limitations and misuses of statistics and interpretation of statistical results are emphasized. Hands-on experience is provided using software. Descriptive statistics including central tendency, dispersion, skewness, covariance, binomial and normal probability distributions, confidence intervals for means, and simple linear regression. Examples from finance, operations, and marketing.

MGMT 903 - New Venture Development

Visit. Prof. Andrew Zacharakis/Babson College

An overview of the processes involved in starting, funding and investing in a new or growing entrepreneurial venture. Development of skills and knowledge required for organizing and managing a new business enterprise and preparing the business plan.

MGMT 907 - Managing Human Resources

Visit. Prof. Jörg Dietz/University of Lausanne

This course focuses on one of the key managerial functions: human resource management (HRM). Topics include strategic role of HRM, workforce planning, staffing, performance management, compensation and reward management, training and development, employee motivation, and health and safety.

MGMT 961 - Selected Topics in Management: Fundamentals of Contract Law&Corporate Governance

Asst. Prof. Emre Bayamlioğlu/Asst. Prof. Zeynep Derya Tarmar/ Assoc. Prof. Kerim Atamer

This course teaches executives how to negotiate, draft and review contracts effectively. It first addresses the basics of contract law in Turkey and under any prevailing international law standards, i.e., the rules related to contract formation, performance, breach and remedies. The course then reviews the key terms used in contracts for trade in goods, services and intellectual property, after which it will cover more advanced contractual issues related to more complicated contracts such as JV, M&A, insurance and employment contracts. Lastly, the course will explain how a busy executive can draft or review a contract with or without assistance of legal counsel using available samples, precedents and checklists.

What makes Koç Executive MBA Program different?

MGMT 962-Selected Topics in Management: Corporate Responsibility

Visit. Prof. C.B. Bhattacharya/ESMT European School of Management and Technology

The course deals with the range of corporate governance issues that have so occupied financial circles and stakeholders in the recent past: the monitoring and strategy roles of boards of directors; the role of independent directors; the rights of shareholders; the special role of institutional investors; corporate governance in Turkey in the light of corporate governance developments in the United States, Europe and elsewhere; governance scandals which have driven demands for change. Emphasis is placed on corporate governance issues in Turkey. The course on Corporate Social Responsibility (CSR) considers the broad dimensions of CSR: from labour issues to human rights to environmental concerns, and from corporate philanthropy to corporate governance to ethical business practices such as avoiding misleading advertising and avoiding corrupt business payments. Emphasis is placed on the business case for CSR, especially from the perspective of companies operating in Turkey, and on strategies for implementing CSR within business operations.

MGMT 950 - Business & Governments

Visit. Prof. Mark R. Kennedy/CEO, Chartwell Strategic Advisors LLC; Former U.S. Congressman and Former Senior Executive at Accenture, Macy's

This course develops concepts and frameworks for how business managers can plan and execute constructive relations with nonmarket players in the broader society in ways that support the company's strategic objectives. The course addresses relations with both governments (political and regulatory) and Non-Government Organizations (NGO's), not just in the firm's home country, but around the globe.

PROJ 900 - Project

Research term project conducted individually by the student under the guidance of a faculty member. Culminates in a written project report. Prerequisite: Consent of instructor and director. All advanced electives in the full-time MBA program are open to Executive MBA students.



Barış Tan, PhD

Dean

College of Administrative Sciences and Economics

The success of an organization depends on doing the right thing in the right way. The Operations Management course presents concepts and approaches for both doing the right thing such as choosing the business model, achieving the strategic fit, determining the positioning in the value chain, designing processes, and also doing in the right way including managing business flows, planning, managing, and improving processes. The course also presents supply chain management as a competitive strategy. Various case studies and simulations allow students to experience the challenges facing today's leaders.

Managers in the following companies have participated in Koç Executive MBA Program*

Aasted Mikroverk ApS	Dışbank	Johnson&Johnson Medical	Sefracor UG
ABB	Digitürk Digital Platform	K Leasing	Servier Laboratories
Abbott	DBR Magazines	Karsan	SFS Information Technology
Abdi İbrahim İlaç	Doğsan Medical Equipment	Kav Packaging	Shell&Turcas Petrol
ACS Consulting	Doğuş Construction	Kennametal	Siemens Communications
Akbank	Doluca	Kent Chocolate	Simko
Aks Securities	Dow Türkiye	Kent Food	Sirius Group Consulting
Aksa Agriculture	DuPont Performance Coatings	Koç Allianz	Sitebank
Aksu İplik	DuPont Iberica	Koç Leasing	Sollac Packing
Akşam Dergi Grubu	Düzyey Marketing	Koç.Net Haberleşme Teknolojileri	Sony Eurasia
Alara Tarım Ürünleri	ECAP Engineering & Consultancy Co.	Koç Holding	STFA Holding
Alcatel-Lucent	Eczacıbaşı Yapı Gereçleri	Koç Investment	STFA Construction Group
AlexanderMann	Eda Graphics	Koç Sistem	STFA Marine Construction
Alternatif Yatırım Ortaklığı	Edip Yarn	Koç Unisys	Stmicroelectronics
Altınbaş Holding	Efes Beverage Group	Koç Finans	Sun Microsystems
Anadolu Bilişim Hizmetleri	Efes Invest	Koçbank	Süperateş
Anadolu Endüstri Holding	Egon Zehnder Int.	Koçtaş	Süperpak Ambalaj
Anadolu Constructions	Electrolux	Kodalfa	Şekerbank
Apa Uniprint	Emerson Electric	Kone Asansör	Tanrıverdi Dokuma
Arçelik	Enka İnşaat	Kordsa	Taşar
Arçelik-LG Klima	Enternasyonal Tourism Invest.	L'Oreal	Tat
Ardem	Erhan Tunçbilek Consultancy Co.	MAN B&W Diesel A/S	TAV Havalimanları Holding
ARGE Consulting	Ericsson	Maret	T.E.E.
Art Ready Wear	Ericsson Telefonaktie Bolaget LM	Markem-Eta	Tekalp Müşavirlik
Arthur Andersen	Ernst & Young	Marmara Plastic	Tekfen Construction
Andersen	Eurobank Tekfen	Matay	Telsim
Assan	Eureko Insurance	MBS Data Processing	Telsoft
Assan Food	Eurotech Mühendislik Plastikleri	Mediterranean Nautilus Telekomünikasyon	Termo Technics
A&T Bank	Express Invest	Merck Sharp&Dohme	Tetra Pak
AT&T	Fantezi Büküm İplik	Metro Group Logistics	TGRT
Avea	Ferro International Trade	Metso	Tiglon
Aygaz	Finans Invest	Microsoft Turkey	Tofaş
Bank Ekspres	Ford Otosan	Mitsubishi Co., Baku	Tofaş Oto
Baylas Otomotiv/Citroen	Fortis Bank	Motorola	Trakmak
Beko Electronic	Gantek Technology	Nestle Turkey	Transtürk Holding
Beko Ticaret	Garanti Bankası	New Holland Trakmak	Trophy Röntgen

What makes Koç Executive MBA Program different?

Benkar	Garanti Koza	Nike Turkey	TTNET
Beymen Mağazacılık	Garanti Technology	Nobel Technics	Turcas
Bilpa	Gazal	Nortel Networks Netaş	Turkcell
BIODPC	GFK Turkey	Novartis	Turyat/Setur
Biotek Medical	Gillette	NTV	TÜSIAD
Birleşik Oksijen	Global Portfolio Management	Numonyx Sales&Marketing	TÜBİTAK
Boehringer Ingelheim	Global Securities	Nura Food	Türk Ekonomi Bankası
Borçelik	Global Tissue	Opet	Türk Demirdöküm
Borusan Holding	Göçay Group	Orhan Dinler Ltd.	Türk Petrol Holding
Borusan Logistics	Grundfos Pompa	Otokar Otomotiv ve Savunma	Türk Philips
Borusan Mannesmann	Hadosan	Otokoç	Türkiye İş Bankası
Bossa	Hareket Transport	Otomotiv Lastikleri Tevzi	UCB Pharma
Botek	Haytek Technology	Otosan Marketing	Umicore
Boy	HEI Energy	Otoyol Marketing	Unit Investment N.V.
Capital Markets Board of Turkey	Hema Industry	Ottoman Bank	US Marine Corps.
Cengiz Holding	Hewlett Packard Turkey	Park Textile	Uzel Güç Sistemleri
Central Eurasian Leadership Alliance	Hittite Microwawe Corp.	Pera Real Estate Investment	Ülker Food
Citibank	HMF Hyundai Makine ve Servis	Perfetti Van Melle	V. Ships Inc.
Citilease	IBM Türk	Pfizer	Yalteks
CNBC-e	Ilk Construction Co.	Philip Morris SA	Yardımcı Group
Coopers&Lybrand	IMS Project Management	Pilsa	Yapı Kredi Bankası
CPP Turkey	Inchcape	PricewaterhouseCoopers	Yapı Kredi Finansal Kiralama
Credit Lyonnais	ING Bank	Probil	Yapı Kredi Yatırım Menkul Değerler
Çakırkaya Construction	Innovation Norway	Procter&Gamble	Yünsa
Çelen & Çelen	Intel Cooperation Turkey	Ram	WestLB AG
Çimtaş Steel Proces.Co., China	Intermart	Roche	Zer Merkezi Hizmetler
Çimtaş/Enka	International Finance Corporation	Rotel Foreign Trade	Zinerji
DaimlerChrysler	İpekyol Giyim	RTA Laboratories	Zorlu Energy Group
Danish Foreign Ministry	İpragaz	Sanovel	ZyXEL Turkey
Danone Tikveşli Food	Italian Consulate	Santa Farma	3M
Deka Electronic	İzocam	SAP Computing	
Deloitte	İstanbul Hilton	Schenker-Arkas Nakliyat	
Delta Petroleum	İstanbul Motor Piston	Schering Plough	
Demir Life Insurance	İstanbul Oto	Schindler Türkeli Asansör	
Densan Shipping Co.	Jansport	Schlumberger Ltd.	
DHL Express	İstanbul Stock Exchange		

(*)- Some of the companies in the list do not exist presently or they are in operation under different company names. Original names at the time of participation have been kept without modification.

Students develop decision-making and organizational skills and practice their analytical abilities. The experience is challenging, educational and fun.

Interactive Learning Through Computer Simulations

Interactive business simulations are an excellent way to learn about business management. A computer program realistically simulates the operations of a business enterprise within a set of dynamic competitive conditions reflecting the economic, financial and technological environment of business. Student participants form teams which represent the management of organizations in industries which compete against one another and supply decision inputs which seek to maximize shareholder value over time. As a result, students develop decision-making and organizational skills and practice their analytical abilities. The experience is challenging, educational and fun.

Markstrat (Marketing Strategy)

The simulation provides a dynamic learning environment that goes beyond what is possible with traditional pedagogical tools. Student teams are immersed in a competitive environment and actively involved in the marketing strategy development as well as implementation processes as they manage a product portfolio. As a result, students develop critical strategic marketing skills and improve their ability to formulate and implement market-led strategies. The simulation has been highly successful in training groups of managers from the same organization in order to develop an overall marketing orientation.

Cornell Management Game

During the final week of the program, student teams engage in this business simulation whereby they manage simulated firms and make a series of annual marketing, production and finance decisions. These decisions are integrated by a master program to determine the total industry sales, the market shares for each firm and the corresponding financial performances. The teams use the results to reach the next year's set of decisions. The process is repeated for six or seven annual operating periods. CMG provides a learning experience in the essentials of financial accounting, the principles of marketing, finance and operations management; and the importance of good forecasting in balancing the overall business activities of a firm in a market-driven economy.



Students explore the leadership traits and processes and prepare a personal development plan to manage and lead better.

Leadership Development

Leadership Training

In today's competitive environment, fostering leadership capacity in firms, fostering the most suitable talents and enhancing the capacity and retention of leaders brings tremendous competitive advantage for corporations. Koç Executive MBA guides students on this path.

Koç Executive MBA Program offers an entirely new model of training in managerial effectiveness. Students participate in a two-day mandatory Orientation Program before classes start. In this program, students are introduced to their study team members and the whole class participates in the Executive MBA Outdoor Group Activities, which include physically and mentally challenging team-building exercises. Students find this program to be most valuable in fostering teamwork among class members. Through coursework, students are exposed to today's best thinking about leading and managing in organizations. Students explore the leadership traits and processes and prepare a personal development plan to manage and lead better.

Managerial skills workshops include opportunities to refine writing and oral presentation skills.

Every year, a Senior Executive Conference is held in which nationally recognized senior corporate leaders are invited for one day to share their business agendas and discuss current issues concerning general management.



İtir Eraslan Göncü

EMBA '09

Market Place Manager

Nike Turkey

This program equipped me not only with the broad knowledge gained through the high quality classes but also with the necessary managerial skills to take my career to the next level. If I could take the time back, I would not have any second thoughts about changing my game with a step to the Koç Executive MBA Program.

Leadership Development

Career Management

The Koç University Executive MBA Program supports its students' leadership skills. Koç University aims to provide the most effective leadership and self-awareness training in cooperation with leading HR consulting companies.

Leadership development and career consulting for the Koç University Executive MBA Community seeks to understand students' expectations regarding career management which will guide the following stages of the process. An in-depth look at the students' past experiences, abilities, skills, interests, personal style, values and goals will assist the career management consulting. The program consists of group training in a number of areas such as CV writing, interview techniques and other subject matters regarding leadership and self-awareness. Leadership development also consists of one-on-one consulting sessions with each one of the Executive MBA students. This is where the students will obtain customized career counseling and assessment services. The objective of the overall process is to provide Koç Executive MBA students with all the fundamental professional guidance in the management of their careers.

The Study Team Approach in a Supportive Learning Environment

Students are assigned to a study team typically composed of five individuals. Assignment is based on diversity of personal professional backgrounds in terms of academic and work experience. Throughout the program, the teams prepare and present some assignments collaboratively.

Working in a group is a solid reinforcement of management practice. It helps develop interpersonal skills, creativity

and effectiveness in small group decision making. As a group member, each student soon realizes the benefit of associating with professionals from different organizations who possess different perspectives and varied expertise. In this collaborative environment, each student gets individual attention from dedicated staff and faculty members as well as their team members.

Focus on Corporate Responsibility

Koç University's Graduate School of Business adheres to the principles of responsible management. The curriculum includes courses on a corporation's responsibility to all stakeholders. Seminars are generally organized in a manner that raises awareness of Corporate Responsibility issues.

Koç University's Graduate School of Business (GSB) signed a Memorandum of Understanding with UNDP Turkey to raise awareness on issues related to the development and social responsibility. The Memorandum leads to the establishment of an academic initiative on inclusive markets in Turkey, which will foster academic research on issues like value chains and clustering in Turkey, as well as in South Eastern European countries and the Commonwealth of Independent States. This is intended to support the integration of small and medium enterprises (SMEs) and small producers into international and local value chains.

The partnership with the UNDP Turkey within the scope of the regional Growing Inclusive Markets (GIM) initiative marks another step forward Koç University in responding to the global call for business schools and other academic associations to advance corporate social responsibility worldwide and to respond to the need for developing more inclusive markets.

As a signatory to the Principles for Responsible Management Education (PRME) – a framework for academic institutions to advance the broader cause of corporate social responsibility and incorporate universal values into curricula and research – Koç University's Graduate School of Business will work as an active partner to promote inclusive markets in the faculty.

This will raise awareness of the Growing Inclusive Markets (GIM) initiative in Turkey, target project countries and present an opportunity for students to participate in relevant research and advocacy activities.

This key objective will be supported by the facilitation of graduate level research and teaching on inclusive business models, market development and sustainability at the Base of the Pyramid and of ongoing mapping of local stakeholders from the government, civil society, the private sector and the wider donor community in the area of inclusive businesses and markets.

Entrepreneurship and New Venture Development

The new venture development course in the Koç EMBA curriculum is an integrative management course that highlights the key strategies, tactics and skills needed to create and lead successful entrepreneurial ventures.

It may be considered as a stepping stone to life after graduation. It requires students to integrate and apply all that they have learned in the Koç EMBA Program and see the enterprise more holistically. The student leaves the program with a spirit to cultivate new growth opportunities within the organization and an ability to identify and shape new corporate ventures.



Özgür Burak Akkol

EMBA '11

Koç Holding A.Ş

System Development and HR Coordinator

I'm really proud to be part of the Koç University community because the brand is so prestigious and well-respected. Koç's broad curriculum gives the ability which enables to look at the picture from different perspectives. This ability provides me to define, analyze and solve the problems in a systematic way. With the help and support of all academicians and my classmates, I strongly believe that I distinguish in business environment among highly capable peers. Broader community is another advantage of Koç Executive MBA Program. People who took place in the program are highly qualified and informed. Relationships among the participants are very strong. After a few years, if I need anything related to work or different areas, I know I can turn to the Koç University network.

Admission Process and Requirements



The first and foremost condition for joining the Koç Executive MBA Program is to be a highly motivated and dedicated individual. In addition, applicants must possess the following qualifications and apply to the GSB office with the related documents:

- An undergraduate degree from an accredited institution
- At least five years of full-time professional work experience
- To have completed military service (if applicable) or proof of deferment
- Current employment in a managerial position, regularly taking on increasing responsibilities
- A written statement of corporate support
- Indications of quantitative achievement (transcripts, ALES, job duties, GMAT scores if available)
- Proficiency in English

Candidates must submit a package including their application form with essays, at least two reference letters, transcripts from all institutions attended and their ALES score.

Candidates may apply as early as January. Personal interviews are conducted to assess candidates' potential for success in a highly demanding program. Standardized tests such as TOEFL and GMAT may be required. All

Turkish nationals are required to take the ALES admission test administered by the Higher Education Council (YÖK). Candidates who have taken the GMAT test and obtained a score of at least 550 or more are exempt from the ALES test. All international students are required to take the GMAT test and achieve a minimum score of 550.

Our ambition is to provide students with the discipline, discretion and skills needed to meet the challenges which confront top-level managers. If you are a highly motivated professional willing to work hard to improve your managerial capability, the Koç University Executive MBA Program will prove an astute investment for you.

Time Requirements and Commitment

The Koç Executive MBA Program is an intensive program completed over a period of thirteen months. Success in the Koç EMBA Program demands extraordinary motivation and commitment. The time demands of the program are highly strenuous. It is important that prospective students, their families and their employers understand this and conduct the necessary preparations to face this time challenge. During the full-time classes, students spend 48 hours per week in the classroom. During the weekend program,

students are expected to be in lectures for 8 hours per week and to devote at least 16 hours each week to individual and team study.

To maintain a strong academic standing, an Executive MBA candidate must maintain a cumulative grade point average of 3.0 or better each term. Students may be dismissed if their cumulative grade point average drops below 2.7. To graduate, an Executive MBA candidate must complete the program with a cumulative grade point average of 3.0 or higher.

Term Project

In accordance with the regulations and requirements of the Turkish Higher Education Council (YÖK), the Koç Executive MBA degree does not require a graduation thesis. Each student carries out a number of research projects throughout the program. Any individual project can be submitted to fulfill this requirement.

Alumni

Members of the Koç MBA alumni community, currently consisting of more than 1.050 graduates, enjoy a lifelong association with one another and with the School, which aims to serve as an intellectual base for its graduates and their lifelong learning throughout their careers. The university has opened its brand new Executive Education Center for short-term programs at its İstinye campus.

Executive MBA alumni may return to the classroom to take electives in the full-time MBA program. Many networking and social opportunities are available to graduates through Koç University's alumni body.

The Graduate School of Business values its corporate links and corporate partners highly. Our strong alumni network constitutes a natural part of our larger network of connections. The executive MBA at Koç brings lifelong membership of a respectable community of high achievers.

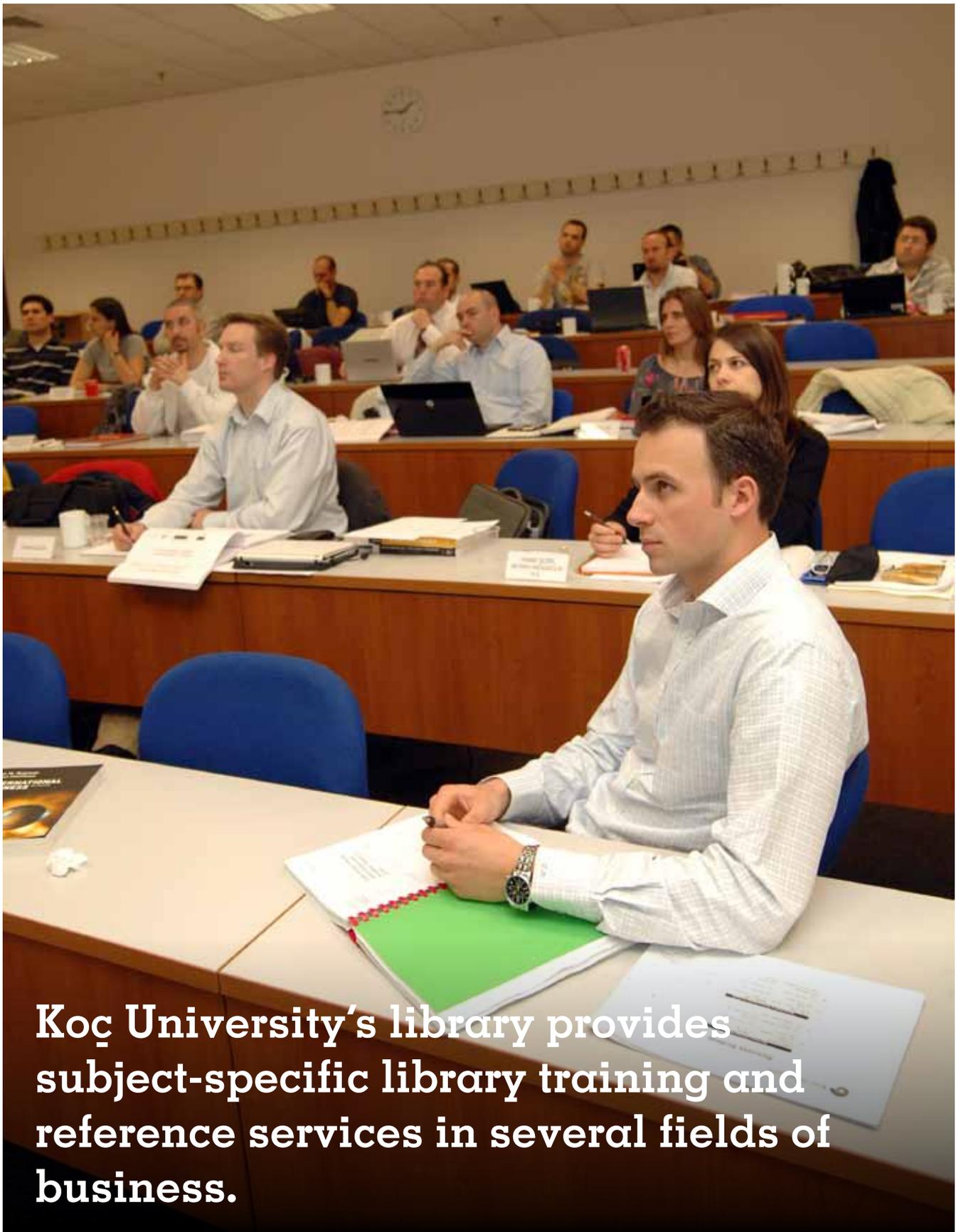


Cengiz Nayır

Koç Yönder Board Member
Ex CEO of Otoyol Pazarlama

Managing Partner, Straactive Consultancy

As the employer of seven Koç EMBA graduate professionals, (one each year) I am glad to share my experiences about the outcomes of the program. First of all, it is a wonderful experience to work with Koç EMBA graduates. They are updated in most recent tools of management, fast, adaptive, responsive, good decision makers and problem solvers. Working with other managers from diverse branches of management life provides them with team management and team membership experience together with a network of highly qualified managers. After observing the change in the professional performance of my first employee following Koç EMBA, I sent six others in the following years and I was so impressed that I restarted my university life for a PhD in management just before my retirement.



Koc University's library provides subject-specific library training and reference services in several fields of business.

Campus Life and Facilities

Fener Campus

Koç University's Fener Campus offers a living space full of fresh air for those students who wish to live their academic life in a natural setting. It provides excellent grounds for the two full-time summer terms of the Executive MBA Program. The campus is easily accessible at any hour of the day, with scheduled public buses, minibuses, ferries and shuttles fitting around academic schedules.

İstinye Campus

Koç University's newly renovated İstinye Campus serves as the Executive Education Center. Located near İstanbul's Stock Exchange and corporations in the Maslak-Levent area, the İstinye Campus plays host to the EMBA Program's winter sessions. The campus consists of five buildings and its 32 bedroom hall of residence is available for students seeking accommodation. During the 12-month term between the full-time summer terms, the majority of classes are held in İstinye Campus.

Library

The Koç University Library boasts a collection of 151,000 books, 42,500 e-journals and 57 online databases. Inter-library loan and document delivery services make material easily accessible to students. Koç University's library also provides subject-specific library training and reference services in several fields of business.

Sports and Physical Fitness

The School believes in the importance of physical fitness as an integral part of a well-balanced lifestyle. Our gymnasium offers a synthetic surface and weight training and conditioning areas where men and women can work towards personal health objectives under trained supervision. The outdoor swimming pool is particularly appealing in the summer term.



Kutay Ulutaş

EMBA '11

Lead Key Account Manager, Loyalty & Incentive
Philips Consumer Lifestyle Turkey

Koç Executive MBA Program provides you unique opportunities in order to be a well-equipped leader in the near future.

This program allows you not only develop yourself but also understand your environment with the help of classmates & experienced lecturers from every sector.

Memberships

Koç University Graduate School of Business fosters a network of emerging business leaders committed to harnessing the power of business to create a better world.

Koç University Business School is a member of the Association to Advance Collegiate Schools of Business (AACSB). The International AACSB has nearly 1200 members in more than 75 countries. More information on AACSB International, please visit www.aacsb.edu

The School is also a member of the European Foundation for Management Development (EFMD). EFMD is an international membership organization, based in Brussels, Belgium. It has more than 750 member organizations in academia, business and the public sector in more than 80 countries.

More information on EFMD is available at www.efmd.org



Koç University Business School, which aims to support the development of business leaders of the 21st century, continues to be the pioneering educational institute of Turkey through its international expansion.

In December 2009, Koç University became the first university to join the Global Business School Network (GBSN) through the College of Administrative Sciences and Economics and the Graduate School of Business. It is a non-profit organization which aims to educate future corporate leaders of emerging markets with the support of the International Finance Corporation and the World Bank.

There are currently 39 management schools from 21 countries in the Global Business School Network which aim to establish a professional collaboration among reputable management schools and local management faculties.

As a member of GBSN, Koç University Graduate School of Business fosters a network of emerging business leaders committed to harnessing the power of business to create a better world. The next generation of skilled managers will positively impact society throughout their professional careers and beyond.

More information on GBSN is available at www.gbsnonline.org/



Koç University Graduate School of Business is the full academic member of CEMS alliance (The Global Alliance in Management Education), which is a strategic body of leading business schools and multinational companies.

CEMS is the global league of leaders on the pre-experience Master's Market, and is unrivalled when it comes to the reputation of its members: 26 world-class academic institutions (25 full members and 1 associate member) and 2 social partners (NGOs) collaborate together with 68 corporate partners to offer international postgraduate students a unique blend of high quality education and professional experience. Its first mission is to set a global standard of excellence for pre-experience Master's in management. As a full academic member of CEMS, Koç University Graduate School of Business offers CEMS MIM (Master in International Management), a prestigious supranational business degree. This masters degree program is available exclusively to the CEMS schools which meet the very strict selection criteria. More information on CEMS: The Global Alliance in Management Education is available at

www.cems.org



Seyda Caşkurlu, BPharm.

EMBA '11

Business Development Manager

Abdi İbrahim İlaç San. A.Ş.

It is a real lifetime experience to be a student in the Koç EMBA Program...

First of all, since Koç EMBA is one of the front runner, well known and more importantly very respected and highly reputable Executive MBA programs in Europe and also worldwide it attracts a highly qualified and exceptional group of students. In addition, the rewards come in a short time in the program. Up-to-date curriculum with highly qualified professors in a well organized and planned environment provide you the right platform to learn. The administrative staff supports you to find the balance with the program and your challenging and demanding professional life.

For me, being a graduate from Koç EMBA will be a privilege that I would be proud of for the rest of my life...

Accreditations

Koç University Business School prides itself on being the first and only school in Turkey and its neighboring region to obtain EQUIS accreditation.

Koç University Business School earned the EQUIS accreditation in March 2009. EQUIS - the European Quality Improvement System - is a leading international system of quality assessment, improvement, and accreditation of higher education institutions in management and business administration administered by EFMD. Its scope covers all programs offered by an institution from the first degree up to the PhD, including non-degree programs.

Koç University Business School prides itself on being the first and only school in Turkey and its neighboring region to obtain EQUIS accreditation. The accreditation is one of the milestones in the School's efforts towards achieving global recognition with its programs, students, alumni and faculty.



Serkan Göçmen

EMBA '11

Board Member & GM

Ferro Int'l Trade Inc.

After the recession, trends and styles have changed all over the world. During the re-structuring of our group of companies; I have decided to update my knowledge and improve myself in order to adopt to the new business world and joined Koç Executive MBA Program. Koç Executive MBA Program has improved my leadership ability and skills with the excellent, top-ranked quality education program. I also had the chance to update my knowledge that I have gained during my academic life. Koç Executive MBA Program offered an entirely new model of training in managerial effectiveness and I believe that integrating the real world experience with theory based knowledge will let me lead my company more effectively. Koç Executive MBA Program has already contributed to my carrier, I became a partner and board member in the company.

CFA Partnership

The CFA Institute has partnerships with a limited number of select institutions that cover a significant portion of the CFA Program curriculum in their degree program.

The CFA Institute is a global membership association that administers the Chartered Financial Analyst® [CFA®] and Certificate in Investment Performance Measurement [CIPM] curriculum and exam programs worldwide, publishes research, conducts professional development programs, and sets voluntary, ethics-based professional and performance reporting standards for the investment industry. The CFA Institute has more than 95,900 members, including the world's 82,600 CFA charter holders, in 134 countries and territories, as well as 135 affiliated professional societies in 56 countries and territories. More information on the CFA Institute is available at

www.cfainstitute.org/index.html.



The CFA Program sets a globally recognized standard for developing the skills, standards, competence and integrity of the financial analysts, portfolio managers and investment advisers worldwide. The CFA Institute has partnerships with a limited number of select institutions that cover a significant portion of the CFA Program curriculum in their degree program. These partner universities are recognized as leaders and serve as role models to other institutions. Koç University's Master of Science in Finance Program was selected as the first partner program in Turkey and one of only 36 CFA Program partners throughout Europe.



Serkan Heper

EMBA '11

Retail Marketing Manager

Intel Cooperation Turkey

I strongly believe that the Koç EMBA Program has a great reputation and recognition in business life. Besides its contribution to developing yourself, it is going to be recognized as a very good asset during my next role planning in the company.

Other Affiliations

Koç University signed the UN Global Compact in 2007. In 2008, Koç School of Business participated in the Principles of Responsible Management Education Initiative (PRME). Our programs remain committed to advancing corporate and social responsibility.

Directions to Rumelifeneri Campus



Rumelifeneri Yolu 34450 Sarıyer İstanbul **Tel:** 0212 338 1000 **Faks:** +90 212 338 1360



Koç University Graduate School of Business is the leading school in business education in Turkey and stands among the most successful business schools globally. In Financial Times Global Executive MBA Rankings 2010, Koç ranks 24th in Europe, 57th in the world and is the only business school from Turkey and also from the surrounding region ranked in top 100.

Koç University Graduate School of Business' vision is being recognized as a model in Turkey and beyond. Its mission is building the most innovative post-graduate business programs and acting as a facilitator of change and progress. With its program offerings and partnerships, the School is the pioneer in terms of the first achievements in management education in Turkey. It established the first Executive MBA Program in Turkey. Its MSc in Finance Program is the first CFA Program Partner in Turkey. Koç University became a member of CEMS – The Global Alliance in Management Education as the only Turkish university in 2009. CEMS MIM (Master of Science in International Management), ranked 1st in the Financial Times Master in Management Rankings in 2009, and 2nd in 2010.

Choosing Koç University Graduate School of Business and coming to İstanbul mean choosing a fascinating place to live, study, and work. İstanbul has a unique geographical location as the city on two continents and has a beautiful landscape where you feel the combination of contemporary and traditional. It is the business headquarters of Turkey, which is the 16th largest economy in the world and 6th among the EU Countries in 2009 as stated by IMF. With its dynamic, stable, attractive, and promising economy, Turkey is becoming the international business center and hub with easy access to multiple markets including Europe, Russian Federation, Middle East, North Africa, Central Asia, and Caucasus.

Accreditation

Partnership

Membership

United Nations Initiatives

Rankings

