Sabancı MBA

Sabancı School of Management is accredited by AACSB.
AT THE CENTER OF AN EMERGING ECONOMIC REGION, YOUR STRATEGIC INVESTMENT FOR AN INTERNATIONAL CAREER...

Sabancı School of Management is the only strategic partner of MIT Sloan School of Management in Southeast Europe and the Middle East.
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Congratulations!

You are now one step away from making one of the most important career decisions of your life, to earn an MBA. When making this decision you will have the opportunity to integrate practice and theory through opportunities for learning in action. You will get the chance to have a demanding, high-intensity program that builds confidence, develops essential managerial skills. Sabancı MBA will prepare you for operating in a globalized economy by helping you to set appropriate goals, work towards and achieve challenging goals. We look forward to welcoming you to our Sabancı MBA family.

Prof. Füsun Ülengin
Dean, Sabancı School of Management

AN MBA PROGRAM LINKED WITH THE BUSINESS WORLD ...

Because how you earn your MBA degree matters.

The ability to transform structured learning into practice, the core concept of Sabancı MBA, is what gives you that professional head start in dealing with real world challenges. With the unique Company Action Projects (CAP) concept, you and your team will take on an actual project of a leading company. Alternatively, our dual-degree collaborations with MIT Sloan School of Management and MIT-Zaragoza Logistics Center might appeal to your aspirations.

Going through the Sabancı MBA experience, you will feel the joy of creating real value and gain practical experience before graduating — allowing you to

GRADUATE AS A PROFESSIONAL...
Sabancı School of Management

AACSBS ACCREDITATION

Sabancı School of Management has gained international recognition for its high quality of education from AACSB International - Association of Advance Collegiate Business Schools (USA) in 2011.

AACSBS accreditation ensures students that the business school is providing a top-quality education. It also ensures employers that AACSBS-accredited business school graduates are ready to perform on day one. Additionally, AACSBS accreditation provides many benefits to the faculty and staff at its accredited schools by attracting higher quality students, providing greater research opportunities, and allowing for global recognition.

Only 5% of the business schools are accredited by AACSBS throughout the world.

It takes a great deal of self evaluation and determination to earn AACSBS Accreditation, and I commend Sabancı University for its dedication to management education, as well as its leadership in becoming the second university in Turkey to earn accreditation.

Jerry Trapnell
Executive Vice President and Chief Accreditation Officer, AACSBS International
SABANCI MBA PROGRAM

PROGRAM HIGHLIGHTS

- Get a master’s degree from a school that has globally known accreditation (AACSB)
- International exchange opportunity in USA, Europe or Far East in summer term to have elective classes in our exchange partners
- Join an MBA program in a faculty among Financial Times European Business Schools Rankings 2015
- Network with strong international classmates
- Choose from a variety of elective courses customized for your specialization
- Courses in a global context
- Meet and exchange ideas with industry and opinion leaders
- Gain experience through unique Company Action Projects
- Take the opportunity of dual degree at MIT Sloan School of Management or MIT-Zaragoza Supply Chain & Logistics Center

CURRICULUM

Sabancı MBA is a 16-month intensive program integrating course work, skills development, and real-world experience. Our MBA Program is specifically designed to address the needs of students with little or no business experience from a variety of academic backgrounds.

While delivering solid fundamentals, the program emphasizes the development of business skills through various complementary activities. Sabancı MBA experience is crowned with the Company Action Projects which provide the students with valuable business experience.

CORE CURRICULUM

Courses in the core curriculum introduce functional areas while increasing awareness of the context in which businesses operate. Three categories of courses offer distinct learning outcomes.

1. TECHNICAL PROFICIENCY

These are the background and area courses taken in the first year of study. The sequence begins with courses in Statistics, Economics, and Financial Accounting and progresses to Finance, Marketing and Operations Management.

2. CONTEXTUAL AWARENESS

Various courses in this category form the distinctive strength of the Sabancı MBA core program, enhancing students’ understanding of the business environment.

In a different vein, Organizational Behavior provides an understanding of the human factor in organizations. Another course in this category, Business Ethics, is devoted to raising awareness of the importance of personal integrity and ethical conduct in the business world. And Strategic Management introduces plurality of perspectives in strategic thinking and practice.

3. INTEGRATION INTO GENERAL MANAGEMENT

The final semester courses, Business Simulation, builds on the technical proficiency gained in the first year, integrating this knowledge within a general management framework and Global Business Context builds an awareness of the globalization.

<table>
<thead>
<tr>
<th>Fall 1 Pre-Term (Sept.)</th>
<th>Fall 1 &amp; Spring (Sept. - May)</th>
<th>Summer</th>
<th>Fall 2 Pre-Term (Sept.)</th>
<th>Fall 2 (Sept-Dec.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation</td>
<td>Financial Accounting &amp; Reporting</td>
<td>Principles of Finance</td>
<td>CAP Company Presentations</td>
<td>Business Simulation</td>
</tr>
<tr>
<td>Decision &amp; Uncertainty</td>
<td>Operations Management</td>
<td>Strategic Management</td>
<td>CAP Selections</td>
<td>Practice Sharing</td>
</tr>
<tr>
<td>Civic Involvement Project</td>
<td>Organizational Behavior</td>
<td>Electives</td>
<td>Global Business Context</td>
<td></td>
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<tr>
<td></td>
<td>Marketing Management</td>
<td></td>
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<tr>
<td></td>
<td>Economics for Managers</td>
<td></td>
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<tr>
<td></td>
<td>Ethics in Business</td>
<td></td>
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<tr>
<td></td>
<td>Managerial Skills Development</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*For MBA course descriptions, please visit our web site. http://som.sabanciuniv.edu/en/mba
## ELECTIVES

A wide range of elective courses is offered as a means of gaining in-depth knowledge in different functional areas. Students can tailor these electives to specialize in one particular area or to learn more about a number of areas. In order to increase flexibility, some electives are offered as half-semester courses.

The following elective courses are offered throughout the entire program in response to student interest and faculty availability.

### MANAGEMENT
- Entrepreneurship
- Negotiation Skills
- Practice Development
- Strategic Innovation
- Strategy Execution

### MARKETING
- Consumer Behavior
- Big Picture Marketing Strategy
- International Marketing
- Brand Management
- Pricing and Revenue Management
- Marketing Research Methods
- Sales Management
- Marketing Strategy

### OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS
- Project Management
- Business Process Analysis and Design
- Managerial Decision Making
- Decision Models
- Programming in VBA
- Supply Chain Management
- CRM Using Location Intelligence
- Simulation Based Analytics

### FINANCE*
- Advanced Corporate Finance
- Investments
- Derivatives and Risk Management
- Financial Modeling
- Money and Banking
- Fixed Income Analytics
- Financial Risk Management
- Merger and Acquisitions
- Valuation
- International Finance

*All courses offered in the Masters in Finance program are open to MBA students as electives and these courses are offered every year.
PRACTICE ORIENTED PROGRAM

COMPANY ACTION PROJECTS

A unique aspect of Sabancı MBA is the Company Action Projects (CAP), which are conducted by student teams in the final semester of the program. The real business experience and networks gained through CAP will give you not only a competitive advantage in the job market, but also help you enter a fast promotional track in your first job. The “client” companies participate in CAP not only to contribute to the educational mission of our program, but also because they see real value in our students’ work. Over the years, many projects have been completed successfully in a wide range of companies and provided a distinct value both for our students as well as the partner companies.

PROJECT SELECTION

Preparation for the project starts in the very beginning of the first semester of the program, with the students writing a paper outlining what they envision for their future. This life and career plan enables students to indicate their interests regarding the type of project and company they prefer. Actual project selection starts in the beginning of the final semester of the program. Consistent with the interests of the students, companies are invited to present or students visit them to be presented current problems as potential projects which involve either a company challenge or opportunity. Typically, we have twice as many companies offering project opportunities as student teams.

PROJECT EXECUTION

After project selection, each team prepares a project plan as a first step, defining as well as spelling out a scope and deliverables. In the following four months, students spend three days each week at the company site, interacting closely with company executives and staff, while receiving support from faculty. The partner company assigns a supervisor for the project and provides relevant business data as well as access to key staff. Furthermore, cross project learning in the Practice Sharing course enables students, guided by an experienced faculty member, to share project experiences with each other.

CAP BENEFITS TO STUDENTS:

• Formulating and managing a real life business project.
• Working closely with business people and faculty.
• Sharing project experiences with other teams, multiplying learning opportunities.
• Practicing teamwork and time management skills.
• Improving communication, conflict resolution and presentation skills.
• Creating prospects for future employment opportunities.

CAP BENEFITS TO PARTNER COMPANIES:

• Solutions to real company problems through a fresh third–party perspective.
• Incorporation of the latest techniques, methodology and analyses in handling the project.
• Opportunity to establish a sustainable partnership with the university and faculty members.
• Opportunity to get to know the students for future hiring.
COMPANY ACTION PROJECTS OF THE LAST THREE YEARS

Over the years, many projects have been completed successfully in a wide range of companies and provided a distinct value both for our students and the partner companies.

<table>
<thead>
<tr>
<th>Partner Companies</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHL</td>
<td>Identifying the possible alternative routes or destination port locations in order to decrease the cost and complexity</td>
</tr>
<tr>
<td>General Electric Lighting</td>
<td>Redefining GE Lighting’s market strategy through SWOT analysis, scenarios analysis, market research, value chain analysis and pricing strategy</td>
</tr>
<tr>
<td>Microsoft</td>
<td>Creating a strategy for introducing Microsoft cloud solutions to new companies</td>
</tr>
<tr>
<td>Maven Partners</td>
<td>Geomarketing as a consultancy service, identifying industries and companies that will benefit from geomarketing</td>
</tr>
<tr>
<td>Paralel Construction</td>
<td>Establishing the sales strategy and marketing strategy that will increase sales and create the appropriate brand image</td>
</tr>
<tr>
<td>Unilever</td>
<td>Increasing field/zone management efficiency to improve on shelf availability and in store presence of Unilever in the Supermarket Channel</td>
</tr>
<tr>
<td>Unilever</td>
<td>Taking back category leadership and bringing volume growth in spreads category through price and place</td>
</tr>
<tr>
<td>Axalta Coatings</td>
<td>Selecting the best serving point for TMEA region (e.g., should they have certain hubs in the region, such as Turkey, Middle East and Africa?)</td>
</tr>
<tr>
<td>Coca Cola Bottlers</td>
<td>Calculating the ROIC rates for the production lines in South Iraq and Pakistan in order to determine the value with respect to the investment made</td>
</tr>
<tr>
<td>Microsoft</td>
<td>Defining IoT (Internet of Things) strategies &amp; solutions for Turkish companies using (mainly) Microsoft’s IoT Solution</td>
</tr>
<tr>
<td>Microsoft (Open Academy)</td>
<td>Suggesting tactics to support the marketing strategy of Open Academy</td>
</tr>
<tr>
<td>Nestle</td>
<td>Building a three year e-commerce strategy and implementation plan for 2015</td>
</tr>
<tr>
<td>PepsiCo</td>
<td>Establishing an innovative multi-category Time &amp; Motion model and category distribution model</td>
</tr>
<tr>
<td>PepsiCo</td>
<td>Penetrating chips as a garniture for the dinner table</td>
</tr>
<tr>
<td>Pfizer</td>
<td>Improving and activating an online community of professionals among Physical Therapy and Rehabilitation specialists</td>
</tr>
<tr>
<td>Yıldız Holding</td>
<td>Preparing a Market Priorization Scheme for Asia-Pacific Region</td>
</tr>
<tr>
<td>General Electric</td>
<td>Launching a more effective and efficient B2B Campaign</td>
</tr>
<tr>
<td>Pfizer</td>
<td>Enhancing pre, during and post meeting management and give product messages more efficiently by touching our customers more</td>
</tr>
<tr>
<td>Vodafone</td>
<td>Increasing the capability of Vodafone Store staff through standard recruitment, onboarding, training, assessment and reward processes across the country</td>
</tr>
<tr>
<td>Deloitte</td>
<td>Investigating different sectors, understanding financing dynamics of companies, and ultimately presenting a perspective on how far credit / GDP ratio can grow in Turkey</td>
</tr>
<tr>
<td>Coca Cola Bottlers</td>
<td>International vendor equipment verification</td>
</tr>
</tbody>
</table>

COMPANIES WHICH HAVE PARTICIPATED IN CAP BETWEEN 2000 AND 2015:

BRIDGING THE PRACTICE & THEORY GAP

MANAGERIAL SKILLS DEVELOPMENT
Managerial Skills Development are a series of seminars and hands-on activities designed to develop various managerial skills of the students. These workshops are scheduled and conducted throughout the program separately from the actual course work.

- CV Writing
- Social Intelligence
- Business to Business Sales
- Interviewing
- Time Management
- Written Communications
- Negotiating
- Oral Communications

NETWORKING AND LEARNING FROM PRACTITIONERS
Ample opportunities are provided for Sabancı MBA students to learn from and interact with practicing managers. On average, an MBA student meets 150 managers during the program. The occasions where students interact with these managers include Managerial Skills Development, Career Panels, Finance Practicum Seminars and courses in which managers are guest speakers, CAP, MBA Club Activities, and the Executive Insights series.

<table>
<thead>
<tr>
<th>A Selection of Recent Speakers in the Executive Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Polman</td>
</tr>
<tr>
<td>Abdurrahman Arıman</td>
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<tr>
<td>Ahmet Esen</td>
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<tr>
<td>Akin Öngör</td>
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<tr>
<td>Andrew Buxton</td>
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<tr>
<td>Arzuhan Doğan Yalçındağ</td>
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<tr>
<td>Beth Comstock</td>
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<tr>
<td>Cem Kozlu</td>
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<tr>
<td>Cenk Tabakoğlu</td>
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<tr>
<td>Çağatay Özdörgü</td>
</tr>
<tr>
<td>Dr. Hans Ulrich Doerig</td>
</tr>
<tr>
<td>Emre Mermer</td>
</tr>
<tr>
<td>Ethem Sancak</td>
</tr>
<tr>
<td>Faik Açıklalı</td>
</tr>
<tr>
<td>George Spanoudis</td>
</tr>
<tr>
<td>Güler Sabancı</td>
</tr>
<tr>
<td>Hans Ulrich Mayer</td>
</tr>
<tr>
<td>Huseyin Gelis</td>
</tr>
<tr>
<td>Ian Davis</td>
</tr>
<tr>
<td>İmre Barmanbek</td>
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<tr>
<td>Jan Nahum</td>
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<tr>
<td>Kevin Ali</td>
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<tr>
<td>Muhtar Kent</td>
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<tr>
<td>Murat Goldştayn</td>
</tr>
<tr>
<td>Selahattin Hakman</td>
</tr>
<tr>
<td>Sir John Bond</td>
</tr>
<tr>
<td>Yoshio Ishizaka</td>
</tr>
<tr>
<td>Dr. Joseph Ackerman</td>
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<tr>
<td>Zafer Parlar</td>
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</tbody>
</table>

LEARNING IN TEAMS
Teamwork is an integral part of the Sabancı MBA Program because this skill is a requirement for effective business practices. Most course assignments, in addition to CAP, require student teams. As students gain experience in teamwork, these teams transform from social groups into result-oriented units – a significant step on the path to professionalism.
“The distinguishing factor that set Sabanci MBA apart and influenced my decision to apply for it was its hands-on, practice and business-oriented character. The Company Action Project (CAP), which is a requirement for graduation, helped me enhance my business acumen by being a part of a team that designed, developed and implemented a project in a multinational company. In this way, I could put in practice the lessons learned in classroom and draw a parallel between theory and practice. By taking an active role in MBA Club activities, participating in the organized workshops and company visits, I was provided the opportunity to interact directly with the leading figures from the business circle, which provided me with the one thing you cannot find in business books - a large network. These factors proved decisive when I received a job opportunity from the American company Pfizer, where I was working on my CAP and where I have been working since then.”

“Igor Petrusca
MBA Class of 2014
Global Established Pharma
Project Manager, Pfizer

“After winning a marketing case competition during my bachelor’s at METU, I had been awarded an education scholarship at Sabanci MBA. I knew that Sabanci MBA was a great opportunity to improve myself in business related areas on top of my degree in engineering. 16 months have passed at Sabanci MBA and I have realized that it offers much more than anyone has expected. Firstly, the curriculum has taken me further in various fields of business. The first year was packed with courses and coursework. The exceptionally qualified faculty and specific Sabanci style of the courses have provided a very fruitful education.

Sabanci MBA supports student’s careers both during and after their tenure. Through many sessions with our career counselor, I was able to clearly define my career goals and take action. Sabanci MBA also an invaluable experience for any MBA student. During the program’s third semester we get the opportunity to practice our theoretical education at a top tier company. I’ve had the chance to conduct my Company Action Project (CAP) at Microsoft and learn about their inner dynamics/culture.”

“Büşra Topal
MBA Class of 2015
Assistant Material Planning Specialist, Vitra Karo Sanayi ve Ticaret A.Ş.

“Özkan Özer
MBA Class of 2016
Assistant Material Planning Specialist, Vitra Karo Sanayi ve Ticaret A.Ş.”
As a leading educational institution in an exciting and rapidly developing region, Sabancı University was an excellent choice for MIT Sloan’s first collaboration in Eastern Europe and the Middle East. We are honored to have the opportunity to engage with Sabancı’s outstanding faculty and students with the shared and mutually beneficial goal of transforming global management practice.

Prof. David Schmittlein
John C Head III Dean, MIT Sloan School of Management
"When I first came to Zaragoza to start my one-year journey in MIT-Zaragoza Logistics program, I had mixed feelings. On one hand, I was excited that I would be studying at a very prestigious program that would improve my knowledge on supply chain management and that I would be meeting new people who would provide me valuable networking opportunities in the future. On the other hand, I was heart-broken that I was leaving my friends and university behind which I had many wonderful memories. Now, after surviving 4.5 months, I see that this experience is unique and one that I will value forever. During past 4.5 months, I learned so many new things that have prepared me for my future career. I have so many different friends from all around the world that I enjoy studying and having fun. There were times that I was under enormous stress and pressure due to high course load and unending projects. Nevertheless, as time passes and I leave each of them behind, I see that they prepare me for real business world and all of them can be handled with necessary motivation. Furthermore, living in a city that hardly speaks English, I improved my personal and language skills. It is a program where challenge meets fun. I still miss my friends in Sabancı University and will be happy to meet with them at graduation when we are all ready to take on the business world."

Okan Balaban
Sabancı MBA, Class of 2013
MIT Zaragoza ZLOG Dual Degree, Class of 2013
Students are required to continue their professional development by having at least one internship and/or one international exchange before they start their final semester. We help students in their search for summer internships. In addition, Sabancı University has developed excellent relationships with many universities in Europe, the United States and Asia where students have the opportunity to attend exchange programs. As a result, 79% of Sabancı MBA students participated in exchanges during Summer 2015.

**SABANCI MBA EXCHANGE AGREEMENTS**

**ASIA**
National University of Singapore, SINGAPORE

**UNITED STATES OF AMERICA**
Pepperdine University, USA
University of Florida, USA

**EUROPE**
Copenhagen Business School, DENMARK
EM Lyon Business School, FRANCE
ESCP Europe, FRANCE
EBS Universität für Wirtschaft und Recht, GERMANY
Leipzig Graduate School of Management, GERMANY
Universitat Duisburg-Essen, GERMANY
University of Cologne, GERMANY
Alba Graduate Business School, GREECE

“One of the highlights of the MBA program at Sabancı University was an opportunity to go for an exchange semester. Sabancı offers liberty to choose from one of the best universities across regions including Asia, Europe and the Americas. I chose University of Florida as my option since not only the university is very recognized Florida also offers one of the world best white sand beaches. UF is one of the largest universities in US in terms of student body and size and there are endless resources for recreation and research. The faculty is very knowledgeable and the university offered Bloomberg terminals which helped in one of the entrepreneurship consulting project I undertook as coursework.

Gainesville is primarily a student town with many amenities for students. The two wheeler scooter is the most common mode of transport and one can rent it on a semester package and commute easily through campus and town. Downtown is happening and there is plenty to do in the weekends and visiting the botanical gardens is a must.

During the semester, I travelled most through Florida and visited the Disneyland in Orlando and white sand beaches of Miami and Tampa. New Orleans and Atlanta are also accessible through bus. After the end if semester I travelled West, backpacked and lived in hostels in Los Angeles, San Diego, San Francisco, Vegas and Arizona. Visiting the Grand Canyon was an experience in itself. Traveling in ten different cities across USA I made numerous friends from across the world and it was a true global and cultural experience. I really want to thank Sabancı for giving me this opportunity to study and travel.”

“The National University of Singapore is a comprehensive research university located in Singapore. I chose NUS to study as an exchange student for two main reasons. The school provides great entrepreneurship related courses and the school is located in Singapore, which is the center of Asian business. As Asia is a growing market, I thought that learning the business dynamics of the region would be an asset for me to use in the future.

I took two courses, technopreneurship (I strongly recommend) and game theory. Best part of being in NUS is related to the location of the school. Singapore is a fantastic island which is close to the other Asian countries. Right after you are done with your courses, you can have a small tour across the Asian countries such as Japan, Thailand, Malaysia, Vietnam and the like.

Lastly, people in Singapore are very friendly, health conscious and Singapore is a very secure place. There is a great subway system that would carry you to all parts of Singapore with affordable prices. See Raffles Place, China Town, Universal Studios and be sure that you did not miss the night Safari.”
COMMENTS ON THE EXCHANGE EXPERIENCE

“Sabancı MBA program not only gives you the opportunity to learn business world but also provides more opportunities to go beyond the learning and experience more of it. Exchange program is one of the unique advantages which can change your life. My choice was Europe to experience both life and academic life there. I had chance to take courses both in EMLYON business school and Copenhagen Business School. Taking European business environment course in Lyon and Internet Business Models broadened my view to business in Europe and E-Businesses. It was not just reading and studying. I traveled a lot in Europe and I had unforgettable moments.”

“Sabancı University MBA program offers many occasions for students to add value to their future. An exchange opportunity in one of outstanding business schools of the student’s choice is one of them. In advance of the experience, MBA program coordinators and SU Outgoing Students department provide any elaborative and intimate information that students might need. My preference was for ESCP Europe in Paris among all the partner institutions. I wished to study at ESCP as an exchange student because it was the world’s first business school, founded in 1819. In addition to embracing notable and highly experienced professors in Master in Management program, ESCP provides a wide range of interesting management courses. ESCP presented me the chance to study alongside students from a vast range of backgrounds in a highly multicultural and international environment. Apart from taking the courses of my interest, I attended various post-school activities organized by the program or ESCP students. In addition to having a great fun and experiencing the real Parisian lifestyle, I seized an invaluable opportunity to improve my managerial knowledge and skills, gain precious insights and develop a global perspective.”

“If ever asked to shed light on the best memory of the MBA program in Sabancı University, I would undoubtedly pick my exchange experience in Copenhagen Business School, Denmark. Not only is the school one of the best in Europe, it is in a city that I instantly fell in love with. The opportunity to be a part of CBH International Summer University Program helped me groom myself further by exposing me to a professional yet fun learning environment, and being taught by some of the best professors from all over the world. It also gave me a chance to make some amazing friends that I will keep for the rest of my life. I wouldn’t miss out on any chance to thank Sabancı University for letting me make all these wonderful memories that I will cherish for life.”

“This summer I had two weeks of exchange program. The name of this program is “Doing business in Europe”. Traditionally program starts in Leipzig, Germany, and second week is held in Prague, Czech Republic. It was not only interesting two weeks in terms of studying and modern topics in classes, it was also opportunity to meet people from all around the world. My team had students from Chicago, Canada, Australia, China, Netherland, Japan, Malaysia, Turkey, Russia and Ireland. It is very valuable to understand how people see Europe, other countries and your own country in term of living conditions, business opportunities, life styles, etc. Discussions, opinions, meetings, all of these were in this program. We visited Porsche and Skoda factories in Germany and Czech Republic. As a part of learning, we conducted meetings with Czech Republic national bank supervisor and visited some other factories to understand different areas of business. I met many new friends, with who I still keep in touch and hope to meet in the future.”
CAREER PLANNING and DEVELOPMENT

Making the right career choices requires a solid understanding of one’s personality, motivators and competencies vis-à-vis available opportunities. Starting from the first year, Sabancı MBA helps students understand themselves and the business environment so that they can make informed career choices.

We provide professional guidance to our MBA students by playing a facilitative role in encouraging the students to explore career options, set goals and take action. Tools used include workshops, interviewing simulations, training sessions on “the job of finding a job”, job market research, CV and cover letter writing workshops, and panels with visiting executives from various industries.

Every year, the School of Management publishes and distributes a CV Catalogue of MBA students to nearly 1000 major employers in Turkey.

MBA PLACEMENT PERFORMANCE

We keep record of placement statistics of our MBA program alumni according to the norms of MBA Career Services Council. The table given below reports the placement performance of alumni who were actively searching for a job (thus, the statistics exclude those who worked at their family business, established their own company, or joined the military to complete their obligatory military service).

<table>
<thead>
<tr>
<th>MBA Program Placement Performance</th>
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</thead>
<tbody>
<tr>
<td>% employed within 3 months of graduation</td>
</tr>
</tbody>
</table>

In addition to being placed rather quickly, our alumni have been recruited by some of the leading Turkish and multinational companies, as depicted in Table 1.


CLASS PROFILE
(CLASS OF 2017)

Undergraduate Universities

- Sabancı University: 35%
- International: 24%
- Other: 24%
- Koç University: 10%
- Middle East Technical University: 5%

Undergraduate Degrees

- Engineering 52%
- Management / Economics 24%
- Social and Life Sciences 24%

Nationality

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkish</td>
<td>65%</td>
</tr>
<tr>
<td>Foreign*</td>
<td>35%</td>
</tr>
</tbody>
</table>

* Indian, Pakistani, Iranian, Azeri, German Gambian, Syrian

Average Test Scores

<table>
<thead>
<tr>
<th>Test</th>
<th>Average</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMAT</td>
<td>618</td>
<td>620</td>
</tr>
<tr>
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“As one of the top MBA programs in Turkey, Sabancı offers a unique blend of excellent professors, great peer group of varied international background and opportunity to work on real life projects with companies. The small class size and multicultural experience of the students facilitated interesting class discussions. The program also puts a lot of emphasis on practical learning through numerous case studies, internship experiences with some of the top global companies and the Company Action Project (CAP) module. Overall, it was an amazing experience and the program has helped me to prepare for an international business career.”

Chitrali Das
Sabancı MBA, Class of 2015
Account Executive, Nielsen
SABANCI MBA SCHOLARSHIPS

Various scholarships are available for MBA students. All scholarship requests should be submitted with the application documents. Scholarship applications will be evaluated by the Scholarship Committee based on academic and other achievements.

THE AYŞEGÜL ARSOY SCHOLARSHIP
Sabancı University has dedicated an annual MBA scholarship in honor of Mrs. Aysegul Arsoy due to her contributions during the founding of the University. Aysegul Arsoy scholarship is granted annually to one of the MBA students.

This scholarship includes tuition fee exemption, monthly stipend payment between September-June, free housing (in double room) or if the student lives off campus, a monthly transportation support for ten months and book support annually.

SABANCI SCHOOL OF MANAGEMENT ASSISTANTSHIPS
The recipients receive either full (100%) or partial (2/3) tuition waiver. In return, they are required to work as assistants for professors at the School of Management.

The weekly assistantship workload depends on the tuition waiver given to the student.

SABANCI SCHOOL OF MANAGEMENT SCHOLARSHIPS
There are scholarships available (without assistantship requirement) with partial (1/2 or 1/4) tuition waiver.

AXALTA COATING SYSTEMS SCHOLARSHIP
Axalta Coating Systems, the only leading global coatings company dedicated solely to the development, manufacture and sale of liquid and powder coatings, supports an international or local student to attend Sabancı MBA.

The scholarship covers full tuition waiver, monthly stipend and dormitory fees.

More information regarding the scholarships and assistantships is provided on our web site.
http://som.sabanciuniv.edu/en/mba/Scholarships_Mba

TUITION FEE

The tuition fee is payable in installments at the beginning of each term. Please contact mba@sabanciuniv.edu for tuition fee.
Sabancı School of Management

APPLY NOW

Sabancı MBA welcomes applicants with a university degree in any discipline or major and a strong interest in and motivation for a managerial career.

Applications are accepted through the web site http://som.sabanciuniv.edu/en/apply. In addition to the online application, the following documents are required to be sent to the School of Management before applications can be processed:

- Signed on-line application affidavit
- If applicable, copy of the diploma (or graduation certificate if you have not graduated yet) from your undergraduate institution
- A photograph
- Transcripts for undergraduate and, if applicable, graduate studies
- Detailed C.V. including specific information on work experience (work experience is not required but seen as an asset)
- Two letters of recommendation (if possible, one academic and one professional recommendation are preferred)
- Statement of Purpose - A well-written statement describing your professional goals and reasons for pursuing an MBA degree at Sabancı University.
- Official GMAT score (Graduate Management Admission Test) or GRE score (The Graduate Record Examinations). Applicants should request that test score report be sent by ETS directly to Sabancı University (institution number 7100). To expedite the processing of your application, attach an unofficial score report to your application file. For detailed information on GMAT, please visit the web site www.mba.com. For detailed information on GRE, please visit www.ets.org/gre. A GMAT or GRE score that is older than five years is not accepted.
- Official English proficiency exam result: Any of the following language test results baring the minimum scores and which are within the validity period as indicated below. Photocopies are acceptable for application but original copies should be submitted during official registration after admission.

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* KPDS, ÜDS and YDS are English Languages Assessment exams run by the Turkish Student Assessment, Selection and Placement Center (www.osym.gov.tr). The validity period for these scores are as follows: KPDS, ÜDS and YDS 3 years, TOEFL and IELTS 2 years.
** Students without above language test scores can take Sabancı University English Assessment Examination (ELAE) free of charge. For detailed information, please visit the web site: http://sl.sabanciuniv.edu/students/elae

Do you have a question about the School of Management MBA Program or the admission process?

Contact us:  
Burcu ALBAYRAK  
Graduate Programs Coordinator, Sabancı School of Management  
Sabancı University  
Tuzla, Istanbul, 34956  
Phone: +90-216-4839672  
Fax: +90-216-4839699  
Email: mba@sabanciuniv.edu
SUCCESS of SABANCI MBA ALUMNI and STUDENTS

MBA-MIT SLOAN MSMS ALUMNUS MERVE ERGEZ, MBA CLASS OF 2013, RECEIVED MIT SLOAN OUTSTANDING THESIS AWARD

Merve Ergez received her BSc in Manufacturing Systems Engineering and MBA from Sabanci University. She continued her studies at MIT Sloan School of Management M.sc. in Management Studies as a dual degree student through the strategic partnership of Sabanci School of Management and MIT. Merve worked with Prof. John R. Hauser from MIT in Marketing who is the founder of Applied Marketing Science. Professor Hauser’s main research interests are in new product development, marketing management, statistical and research methodology.

Merve’s thesis was on Sensory Marketing and she worked with New York based personal care product company Olivita Artisan. She applied Zaltman Metaphor Elicitation Technique-a licenced Market Research technique-through modifications that collect responses about senses in order to find the odors compatible with the brand identity of OLIVITA Artisan and set an exemplary application for companies who are interested in expanding their product range.

Merve has been awarded MIT Sloan Outstanding Thesis Award on her thesis “Strategic Scent Selection: An Application of Zaltman Metaphor Elicitation Technique” and she continues her studies at Harvard University.

THE INTERNATIONAL SUCCESS OF KAMIL MAJEED, SABANCI MBA CLASS OF 2016

Kamil Majeed, Sabanci MBA Class of 2016, was selected first among 27 competitors in PRME LEAD Video Challenge organized by Global Compact LEAD Symposium.

The 90-seconds video was on "The Future Corporation".

Kamil represented Sabanci University at the Annual United Nations Global Compact LEAD Symposium in New York, June 2015 and 6th UN PRME Asia Forum as keynote speaker in Goa India, December 2015.

MBA Club

The ultimate goal of the Sabanci MBA Club is to make a lasting contribution to the Sabanci School of Management. The mission of the MBA Club is to help members to become confident, skilled managers who are ready for the business life. To this end, MBA Club has provided opportunities to practice their leadership skills; improve members’ teamwork skills; help members determine their career goals as well as allow them to understand the demands and expectations of the business world. For several years MBA Club has been organizing various activities including the MBA Forum, Company Visits, Marketing Talks, Finance Talks, Social Media Summit, Executive Insights, Social Responsibility Projects and Alumni Day and granded most active club award in Turkey.
FACULTY MEMBERS

The core faculty, with a solid academic background as well as pre-Sabancı practical experience from various industries, are the key force behind teaching and research at Sabancı MBA. The network and practice faculty bring complementary perspectives in various disciplines and add to the diverse learning experience. 95% of the faculty members have their PhDs from top universities in North America and Europe and the remaining from top universities in Turkey.

ACCOUNTING and FINANCE

Aysun ALP
B.S., Boğaziçi University, Turkey / M.S., Boğaziçi University, Turkey / Ph.D., University of Maryland, USA
Areas of Interest: Corporate finance, credit ratings, capital structure, 2008 financial crisis

Aziz ŞİMŞİR
B.Sc., Marmara University, Turkey / M.Sc., Sabancı University, Turkey / Ph.D., Cornell University, USA
Areas of Interest: Corporate finance, mergers & acquisitions, corporate capital structure

Erol BALKAN (Network Faculty Member)
Hamilton College, USA / Ph.D., State University of New York at Binghamton
Areas of Interest: Economic development, international finance, political economy of the Middle East

Evrim AKDOĞU
B.Sc., Linfield College, USA / Ph.D., Washington University in St.Louis, USA
Areas of Interest: Corporate finance, mergers & acquisitions

John GOODWIN
B.Sc., Swinburne University of Technology, Australia / M.Sc., RMIT University, Australia / Ph.D., La Trobe University, Australia
Areas of Interest: Auditing, corporate governance, financial accounting

Koray ŞİMŞEK
B.Sc., Boğaziçi University, TURKEY / M.A., Princeton University, USA / Ph.D., Princeton University, USA
Areas of Interest: Financial risk management, asset-liability management, financial econometrics/optimization, alternative investments, long-term investment strategies, derivatives pricing

Mine AKSU
B.Sc., Boğaziçi University, Turkey / M.Sc., Boğaziçi University, Turkey / Ph.D., Syracuse University, USA
Areas of Interest: Financial accounting, troubled debt restructurings, financial distress, employee stock options, market anomalies, corporate governance, financial disclosure

Özgür DEMİRTAŞ
B.Sc., Boğaziçi University, Turkey / Ph.D., Boston College, USA
Areas of Interest: Empirical asset pricing, asset allocation, financial risk management, optimal portfolio selection, empirical corporate finance, earnings management

Yiğit ATILGAN
B.A., Boğaziçi University, Turkey / M.Sc., University of Rochester, USA / Ph.D., City University of New York, USA
Areas of Interest: Empirical asset pricing, derivatives markets
Ahmet ÖNCÜ
B.Sc., Middle East Technical University (METU), Turkey / M.Sc., Middle East Technical University (METU), Turkey / M.Sc., University of Alberta, Canada / Ph.D., University of Alberta, Canada
Areas of Interest: Sociology of organizations, political economy, social theory

Betül GEMALMAZ (Part-Time Faculty Member)
M.Sc., Management Sciences, University of Hull, England
Areas of Interest: Project management, coaching / mentoring

Berna BEYHAN
B.A., Boğaziçi University / M.Sc., Istanbul Technical University / Ph.D., Middle East Technical University
Areas of Interest: Entrepreneurship, innovation, industrial economics

Dilek ÇETİNDAMAR
B.Sc., Boğaziçi University, Turkey / M.A., Boğaziçi University, Turkey / Ph.D., Istanbul Technical University (ITU), Turkey
Areas of Interest: Entrepreneurship, technology management, industrial economics, development economics

Oğuz BABÜROĞLU
B.Sc., University of Sussex, UK / Post-Dip, University of Lancaster, UK / Ph.D., University of Pennsylvania, USA
Areas of Interest: Strategy and organizational development, new paradigm organizational structures and processes, participative management and action research
MARKETING

Attila YAPRAK (Network Faculty Member)
Wayne State University, USA / Ph.D., Georgia State University, USA
Areas of Interest: International business, strategic alliances, market entry strategy, conjoint methodology

Burcu TAŞOLUK
B.Sc., Economics, Middle East Technical University (METU), Turkey / MBA, Vlerick Leuven Gent Management School, Belgium / Ph.D. in Marketing, Michigan State University, USA
Areas of Interest: Marketing strategy/global marketing strategy, product and brand management.

Cenk KOÇAŞ
B.A., Boğaziçi University, Turkey / MBA, Boğaziçi University, Turkey / Ph.D., Purdue University, USA Areas of interest: Game theoretical models of price promotions, evolution of online markets, network economics, industrial organization, and stochastic service systems

Cüneyt EVİRGEN (Practice Faculty Member)
Executive Development Unit / Ph.D., Michigan State University, USA
Areas of Interest: Retail management, strategic brand management, competitive marketing strategy, marketing research

Emine BATİSLAM (Part-Time Faculty Member)
B.Sc., Middle East Technical University (METU), Turkey / M.Sc., Middle East Technical University (METU), Turkey / Ph.D., University of Missouri-Rolla, USA
Areas of Interest: Store loyalty and store switching, customer base analysis, marketing performance metrics

Kıvılcım DÖĞERLİOĞLU DEMİR
B.Sc., Middle East Technical University (METU), Turkey / MBA, California State University, Sacramento, USA / Ph.D., Washington State University, USA
Areas of Interest: Brands and brand meanings, sustainable consumption, cross-cultural consumer research, psychometrics

Özge TURUT
B.Sc., Boğaziçi University, Turkey / M.Sc., Carnegie Mellon University, USA / D.B.A., Harvard Business School, USA
Areas of Interest: Innovation strategies under market uncertainty, marketing - R&D interface, asymmetric information models, impact of the internet on retail channel competition

Prabirendra CHATTARJEE
B.Sc., University of Calculatta, India / M.A., Jawaharlal Nehru University, India / Ph.D., University of Washington, USA
Areas of Interest: Pricing, search advertising, social networks and online auctions

Ronan de KERVENOAEL
B.Sc., University of Perpignan, France / M.Sc., Lancaster University, UK / Ph.D., University of Sheffield, UK
Areas of Interest: Consumer behavior, retailing, retail change, retail market regulation, small shops, superstores, online retail channel, e-governance

Yusuf SONER (Practice Faculty Member)
AMP, Harvard Business School / Ph.D., Yeditepe University
Areas of Interest: Sales management
OPERATIONS MANAGEMENT and INFORMATION SYSTEMS

Abdullah DAŞÇI  
B.Sc., Bilkent University, Turkey / M.Sc., Bilkent University, Turkey / Ph.D., McGill University, Canada  
*Areas of Interest:* Operations management, competitive retail location, production/distribution systems, supply chain management, revenue management

Burçin BOZKAYA  
B.Sc., Bilkent University, Turkey / M.Sc., Bilkent University, Turkey / Ph.D., University of Alberta, Canada  
*Areas of Interest:* Operations research applications, operations management, combinatorial modeling and optimization, heuristic algorithm design and optimization, transportation and logistics planning

Can AKKAN  
B.Sc., Middle East Technical University (METU), Turkey / Ph.D., Cornell University, USA  
*Areas of Interest:* Design and analysis of discrete-parts manufacturing systems, finite-capacity scheduling of discrete-parts manufacturing systems, project scheduling, mathematical programming

Çağrı HAKSÖZ  
B.Sc., Istanbul Technical University (ITU), Turkey / M.Phil, New York University, USA / Ph.D., New York University, USA  
*Areas of Interest:* Supply chain risk management, design and management of supply chain contracts, operational risk management, real options, inventory and demand management, decision making under uncertainty

Füsun ÜLENGİN  
B.Sc., Istanbul Technical University (ITU), Turkey / M.Sc., Boğaziçi University, Turkey / Ph.D., Istanbul Technical University (ITU), Turkey  
*Areas of Interest:* Operations management, logistics management, supply chain management

Nihat KASAP  
B.Sc., Middle East Technical University (METU), Turkey / M.Sc., University of Florida, USA / Ph.D., University of Florida  
*Areas of Interest:* Pricing and quality of service in telecommunication networks, heuristic design and optimization, data mining and machine learning, system analysis and design, database management systems

Tevhide ALTEKİN  
B.Sc., Middle East Technical University (METU), Turkey / M.Sc., Middle East Technical University (METU), Turkey / Ph.D., Middle East Technical University (METU), Turkey  
*Areas of Interest:* Operations management, design and analysis of closed loop supply systems
ORGANIZATION AND STRATEGY

Arzu WASTI
B.Sc., Middle East Technical University, Turkey / MBA, Middle East Technical University, Turkey / M.Sc., Purdue University, USA / Ph.D., University of Illinois at Urbana-Champaign, USA
Areas of Interest: Cross-cultural organizational psychology, human resources management, gender issues

Behlül USDIKEN
B.A., Boğaziçi University, Turkey / M.Sc., The City University, UK / Ph.D., Istanbul University, Turkey
Areas of Interest: Organization theory, history of management thought

İşin GÜLER
B.A., Middle East Technical University, Turkey / MA, University of Pennsylvania, USA / Ph.D., University of Pennsylvania, USA
Areas of Interest: Innovation strategy, entrepreneurial strategy, international management

Mahmut BAYAZIT
B.A., Boğaziçi University, Turkey / M.Sc., Baruch College, CUNY, USA / Ph.D., Cornell University, USA
Areas of Interest: Organizational behavior, human resources management, industrial relations

Nakiye BOYACIGİLLER
B.Sc., Boğaziçi University, Turkey / MBA, University of California, Los Angeles, USA / Ph.D., University of California, Berkeley, USA
Areas of Interest: Cross-cultural management; international human resource management; organizational culture

Özgecan KOÇAK
B.A., Boğaziçi University, Turkey / M.A., Stanford University, USA / Ph.D., Stanford University, USA
Areas of Interest: Organizational theory, sociology of markets

REMZİ GÖZÜBÜYÜK
M.S., Middle East Technical University, Turkey / MBA, Bilkent University, TURKEY / Ph.D., University of Minnesota
Areas of Interest: Strategy execution, competitive strategy, international business
LIFE at SABANCI UNIVERSITY

SOCIAL AND CULTURAL ACTIVITIES AND STUDENT CLUBS

Sabancı University supports extracurricular activities that enhance students' social and cultural skills as well as their creative abilities. There are large numbers of student clubs including the MBA Club, Economics and Management Club and Young Entrepreneurs Club.

SPORTS FACILITIES

The campus has a multi-purpose sports hall which includes a basketball/volleyball court, squash courts, a cardio-fitness hall, two aerobics halls, a table-tennis hall and a climbing wall. There is another sports hall on campus with a tennis court and a basketball court that is also suitable for playing volleyball, handball, badminton, and table tennis.

INFORMATION TECHNOLOGY (IT) SERVICES AND LAPTOP COMPUTER

Access to the Internet and local network can be obtained through cabled and wireless systems widely available throughout the campus. Instructional support and a permanent e-mail address are also supplied to all students.

THE INFORMATION CENTER (IC)

The Information Center has a large collection of books, e-books, multimedia resources, more than twenty thousand print and electronic journals and 57 CD-ROM and online databases. These databases include management and business specific ones such as Ebsco-Host and ISI Emerging Markets database.

DORMITORIES

Sabancı University dormitories currently accommodate more than 70% of the students. The university offers two- and four-bed accommodations with the necessary utilities. Students residing at the dormitories have their own personal telephones, voice mailboxes, and network connections. There are additional apartments close to the university, which are available for graduate students.
HEALTH FACILITIES AND PRIVATE HEALTH INSURANCE

Students enrolled in degree programs have access to the health services offered by the University. A doctor and a nurse are on staff, with an ambulance service, available 24 hours a day, 7 days a week. In addition, students enrolled at the University receive a comprehensive health insurance paid for by the University.

TRANSPORTATION

Regular shuttle services are provided between Istanbul and the campus. The departure and arrival points in the city are Taksim, Kadıköy, Sabiha Gökçen Airport, Üsküdar, Anadolu Hisarı/Kavacık, Mutlukent, Bakırköy, İzmit and Viaport Shopping Center. Information regarding the transportation schedule is available at the University’s website. Public transportation is also available between Campus and nearest metro station.

THE SABANCI UNIVERSITY PERFORMING ARTS CENTER

Make Time For The Arts

The Sabancı University Performing Arts Center aims to contribute to the rich cultural life of Istanbul, particularly to the city’s Anatolian side, and provide cultural services to the University’s students, staff, and all art appreciators in the region. The center’s goal is to become a prestigious performing arts center renowned for its quality. The center has a world-class acoustic design making it an ideal venue for art performances such as operas, theater plays and concerts. In a typical week, the center offers three different events enhancing the quality of life of the entire community.
Sabancı MBA

... GRADUATE AS A PROFESSIONAL

SABANCI UNIVERSITY
Orta Mahalle, Tuzla 34956 Istanbul
Phone: +90 (216) 483 9672
E-mail: mba@sabanciuni.edu
som.sabanciuni.edu/mba