Sabancı MBA

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Sabancı School of Management is accredited by AACSB.
THE SABANCI MBA PROGRAM CURRICULUM

Sabanci MBA is a 16-month intensive program integrating course work, skills development, and real-world experience. The MBA Program specifically addresses 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. Sabanci 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.

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 Reporting and progresses to Finance, Marketing, Operations Management, and Information Systems.

CONTEXTUAL AWARENESS

Various courses in this category form the distinctive strength of the Sabanci MBA core program, enhancing students’ understanding of the business environment. Global Business Context builds an awareness of the globalization process and is complemented with an understanding of the local environment through Turkish Business Context as well as Business Law elective courses.

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.

INTEGRATION INTO GENERAL MANAGEMENT

The final semester course, Business Simulation, builds on the technical proficiency gained in the first year, integrating this knowledge within a general management framework. Business Simulation, an intensive business competition “game”, has student teams manage a simulated business.

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.
Program Structure*

<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>Decision &amp; Uncertainty</td>
<td>Data Analysis Using Excel</td>
<td>Marketing Management</td>
<td>CAP Company Presentations</td>
<td>Business Simulation</td>
</tr>
<tr>
<td>Civic Involvement</td>
<td>Micro Economics for Managers</td>
<td>Macro-Economics for Managers</td>
<td>Internship and/or Summer Exchange</td>
<td>Elective</td>
</tr>
<tr>
<td>Project</td>
<td>Organizational Behavior</td>
<td>Elective</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managerial Skills Workshops</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**

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

**MANAGEMENT**
- Entrepreneurship
- Negotiation Skills
- Corporate Governance
- Practice Development
- Strategic Innovation
- Business Law
- Turkish Business Context

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

**OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS**
- Project Management
- Business Process Analysis and Design
- Managerial Decision Making
- Decision Models
- Programming in VBA
- Supply Chain Management
- Information System
- Customer Relationship Management
- Using Location Intelligence
- Simulation Basis 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.*
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 give our graduates not only a competitive advantage in the job market, but also help them enter a fast promotional track in their first job. Our “client” companies participate in CAP not only to contribute to our educational mission but also because they see real value in the work of our students. 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.

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**

<table>
<thead>
<tr>
<th>Partner Companies</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2013-2014</strong></td>
<td></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 İçeceğiz</td>
<td>International vendor equipment verification</td>
</tr>
<tr>
<td><strong>2012-2013</strong></td>
<td></td>
</tr>
<tr>
<td>Coca Cola İçeceğiz</td>
<td>Development of an online order system</td>
</tr>
<tr>
<td>Coca Cola İçeceğiz</td>
<td>Increasing ROIC of the investment of the Pakistan operation</td>
</tr>
<tr>
<td>Doğuş Medya Grubu</td>
<td>Creation of a new digitalization business model for television</td>
</tr>
<tr>
<td>GE</td>
<td>Analysis and segmentation of GE Key Accounts</td>
</tr>
<tr>
<td>Kraft</td>
<td>Long-term candy strategy</td>
</tr>
<tr>
<td>Pfizer</td>
<td>Prevenar adult awareness project</td>
</tr>
<tr>
<td>Turkcell</td>
<td>Reducing the costs of contact centers</td>
</tr>
<tr>
<td>BASF</td>
<td>Support of regional market development in preparation of industry value chain analysis</td>
</tr>
<tr>
<td>Pfizer</td>
<td>Establishment of a trade channel strategy according to customer needs and insights</td>
</tr>
<tr>
<td>Unilever</td>
<td>Establishment of a route to market strategy for drug channel</td>
</tr>
<tr>
<td>Turkcell</td>
<td>Development of marketing insights and business controls</td>
</tr>
<tr>
<td>Unilever</td>
<td>Design of a program which would increase university students' use of PC products across different categories</td>
</tr>
<tr>
<td>Hay Group</td>
<td>Improvement of customer database, proposal of new business development areas, initiation of product wise marketing</td>
</tr>
<tr>
<td>Turkcell</td>
<td>Development of Turkcell Stores' perception among youth and increase of their visits and purchases</td>
</tr>
<tr>
<td>P&amp;G</td>
<td>Leveraging of e-Commerce to 'win' in e-Commerce</td>
</tr>
<tr>
<td>Microsoft</td>
<td>“Recommendation of windows devices and communication of the value of devices running</td>
</tr>
</tbody>
</table>

**COMPANIES WHICH HAVE PARTICIPATED IN CAP BETWEEN 2000 AND 2013:**

MANAGERIAL SKILLS WORKSHOPS
Managerial Skills Workshops 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. The skills targeted by these workshops include:

- Interviewing skills
- Networking
- Business writing
- Negotiation skills
- Oral and written communication skills
- Written communication skills
- Time management skills

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 Workshops, Career Panels, courses in which managers are guest speakers, CAP, Practice Sharing courses, MBA Club Activities, and the Executive Insights series.

The Executive Insights events provide a forum where successful executives share their life and work experiences, coupled by reflections from our students, alumni, and faculty.

A Selection of Recent Speakers in the Executive Insights

<table>
<thead>
<tr>
<th>Speaker</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Polman</td>
<td>Unilever</td>
</tr>
<tr>
<td>Abdurrahman Arıman</td>
<td>YASED</td>
</tr>
<tr>
<td>Ahmet Esen</td>
<td>Pfizer</td>
</tr>
<tr>
<td>Akin Öngör</td>
<td>Garanti Bankası</td>
</tr>
<tr>
<td>Andrew Buxton</td>
<td>Barclays Bank PLC</td>
</tr>
<tr>
<td>Arzuhan Doğan Yağındağ</td>
<td>TÜSİAD</td>
</tr>
<tr>
<td>Beth Comstock</td>
<td>GE</td>
</tr>
<tr>
<td>Cem Koçlu</td>
<td>Coca Cola</td>
</tr>
<tr>
<td>Dr. Hans Ulrich Doerig</td>
<td>Credit Suisse Group</td>
</tr>
<tr>
<td>Emre Mermer</td>
<td>Dükkan Burger</td>
</tr>
<tr>
<td>Ethem Sancak</td>
<td>Hedef Group</td>
</tr>
<tr>
<td>Falk Açıklın</td>
<td>Yapı ve Kredi Bankası</td>
</tr>
<tr>
<td>George Spanoudis</td>
<td>Shell Turkas</td>
</tr>
<tr>
<td>Güler Sabancı</td>
<td>Sabancı Holding</td>
</tr>
<tr>
<td>Hans Ulrich Mayer</td>
<td>Nestle Turkey</td>
</tr>
<tr>
<td>Huseyin Gelin</td>
<td>Siemens Turkey</td>
</tr>
<tr>
<td>Ian Davis</td>
<td>McKinsey &amp; Company</td>
</tr>
<tr>
<td>İmre Barmanbek</td>
<td>Doğan Holding</td>
</tr>
<tr>
<td>Jan Nahum</td>
<td>Petrol Ofisi</td>
</tr>
<tr>
<td>Kevin Ali</td>
<td>Merck Sharp &amp; Dohme</td>
</tr>
<tr>
<td>Muhtar Kent</td>
<td>Coca Cola</td>
</tr>
<tr>
<td>Selahattin Hakman</td>
<td>Enerjisa</td>
</tr>
<tr>
<td>Sir John Bond</td>
<td>HSBC</td>
</tr>
<tr>
<td>Yoshio Ishizaka</td>
<td>Toyota Motor Corporation</td>
</tr>
<tr>
<td>Dr. Joseph Ackerman</td>
<td>Deutsche Bank</td>
</tr>
<tr>
<td>Zafer Parlar</td>
<td>Nike Turkey</td>
</tr>
</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.

All incoming students are assigned to a team by the program administration and meet as teams during orientation for special activities to encourage team bonding. Each team is assigned an office in the School of Management building.
SABANCI MBA AND MIT SLOAN MSMS DUAL DEGREE

Entry Requirements
Sabancı MBA students are eligible to apply to the Sabancı MBA-Sloan MSMS dual degree program at the end of their first semester. Students interested in the dual degree program should apply for the Sabancı MBA Program first. For Sabancı MBA application requirements, please visit our website.

In their statement of purpose, applicants are encouraged to state their interest in the dual degree program. Admissions to the MIT Sloan MSMS program are done by MIT Sloan. For more information please visit http://mitsloan.mit.edu/academic/msms/admissions.php.

Students who are admitted to the dual degree program will follow the curriculum below.

Sabancı MBA and MIT Sloan MSMS Structure*

<table>
<thead>
<tr>
<th>Fall 1 Pre-Term (Sept.)</th>
<th>Fall 1 &amp; Spring (Sept.-May)</th>
<th>Summer</th>
<th>Fall &amp; Spring (Sept.-May)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation</td>
<td>Financial Accounting &amp;</td>
<td>Managerial Finance</td>
<td>MIT Sloan School of</td>
</tr>
<tr>
<td></td>
<td>Reporting</td>
<td></td>
<td>Management</td>
</tr>
<tr>
<td>Decision &amp; Uncertainty</td>
<td>Data Analysis Using Excel</td>
<td>Marketing Management</td>
<td>Management</td>
</tr>
<tr>
<td>Business Ethics</td>
<td>Operations Management</td>
<td>Strategic Management</td>
<td></td>
</tr>
<tr>
<td>Civic Involvement</td>
<td>Micro Economics for Managers</td>
<td>Macro-Econ. for Managers</td>
<td>MIT Sloan School of</td>
</tr>
<tr>
<td>Project</td>
<td>Organizational Behavior</td>
<td>Elective</td>
<td>Management</td>
</tr>
<tr>
<td></td>
<td>Elective</td>
<td></td>
<td>M.S. in Management Studies</td>
</tr>
<tr>
<td></td>
<td>Managerial Skills Workshops</td>
<td></td>
<td>Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Boston, U.S.A.</td>
</tr>
</tbody>
</table>

* For MBA course descriptions, please visit our web site. www.sabanciuniv.edu/mba
** For MIT Sloan MSMS program course descriptions, please visit MIT Sloan web site http://som.sabanciuniv.edu/mba-mit-eng
SABANCI MBA AND MIT-ZARAGOZA M.E. IN LOGISTICS & SUPPLY CHAIN MANAGEMENT DUAL Degree

Entry Requirements
The ZLOG program offers a Master of Engineering degree with strong management, problem solving, and leadership components combining both theoretical study and practical applications. Candidates who wish to pursue dual degrees in Sabanci MBA-MIT Zaragoza ZLOG must apply to both programs before their first year of study.

Candidates interested in this program may apply to Sabanci University MBA program and their application for ZLOG will be forwarded to Zaragoza Logistics Center following their submission. Candidates are encouraged to indicate their interest for this program in their statement of purpose. Admissions to the MIT Zaragoza ZLOG program are reviewed by the MIT Zaragoza Admissions Committee.

For more information please visit http://www.zlc.edu.es/education/mitzaragoza-masters/admissions/

Students who are admitted to the dual degree program will follow the curriculum below.

Sabanci MBA and MIT Zaragoza ZLOG Structure*

<table>
<thead>
<tr>
<th>Fall 1 Pre-Term (Sept.)</th>
<th>Fall 1 &amp; Spring (Sept.-May)</th>
<th>Summer</th>
<th>Fall &amp; Spring (Sept.-May)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation</td>
<td>Financial Accounting &amp; Reporting</td>
<td>Managerial Finance</td>
<td>Electives (SU Summer School)</td>
</tr>
<tr>
<td>Decision &amp; Uncertainty</td>
<td>Data Analysis Using Excel</td>
<td>Marketing Management</td>
<td>Internship and/or Summer Exchange</td>
</tr>
<tr>
<td>Business Ethics</td>
<td>Operations Management</td>
<td>Strategic Management</td>
<td>MIT - Zaragoza M.E. in Logistics and Supply Chain Management Program Zaragoza, Spain 4-Week Exchange Visit to Boston, U.S.A</td>
</tr>
<tr>
<td>Civic Involvement Project</td>
<td>Micro Economics for Managers</td>
<td>Macro-Econ. for Managers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational Behavior</td>
<td>Elective</td>
<td></td>
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<tr>
<td></td>
<td>Elective</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managerial Skills Workshops</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* For MBA course descriptions, please visit our website www.sabanciuniv.edu/mba
** For MIT-Zaragoza ZLOG program course descriptions, please visit MIT-Zaragoza web site http://som.sabanciuniv.edu/MIT-Zaragoza
CAREER PLANNING AND DEVELOPMENT

Making the right career choice 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.

Our Career Development Unit provides 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, one-to-one coaching, 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.

Each semesterSabancı University hosts a number of company presentations in a wide variety of fields, from small and medium-size organizations to large multinationals. Every spring, 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 Class of</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% employed within 3 months of graduation</td>
<td>100%</td>
<td>89%</td>
<td>94%</td>
<td>96%</td>
<td>100%</td>
<td>93%</td>
</tr>
</tbody>
</table>

Table 1.


<table>
<thead>
<tr>
<th>3M</th>
<th>Bayer</th>
<th>Deloitte</th>
<th>Ford Otosan</th>
<th>Hewlett-Packard</th>
<th>Kimberly Clark</th>
<th>Mercedes-Benz Financing</th>
<th>Odea Bank</th>
<th>Roche</th>
<th>Turkcell</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbott</td>
<td>Best Buy</td>
<td>Doğan Holding</td>
<td>Garanti Bank</td>
<td>HSBC Bank</td>
<td>Koç University</td>
<td>Merck Sharp &amp; Dohme</td>
<td>Opel</td>
<td>Sabancı Holding</td>
<td>Turkish Airlines</td>
</tr>
<tr>
<td>Accenture</td>
<td>BGC Partners Investments</td>
<td>Doğuş Holding</td>
<td>General Electric</td>
<td>Hult University</td>
<td>KPMG</td>
<td>Metro Cash &amp; Carry</td>
<td>Oyak Renault</td>
<td>Sony</td>
<td>Tüpraş</td>
</tr>
<tr>
<td>Akbank</td>
<td>Borusan Holding</td>
<td>Eczacıbaşı Holding</td>
<td>Georgia Institute of Technology</td>
<td>ING Bank</td>
<td>Kraft foods</td>
<td>Microsoft</td>
<td>PepsiCo</td>
<td>Texas A&amp;M University</td>
<td>Unilever</td>
</tr>
<tr>
<td>Alcatel Lucent</td>
<td>Bosch</td>
<td>Efes</td>
<td>GlaxoSmithKline</td>
<td>IPSOS</td>
<td>Lilly Pharmaceuticals</td>
<td>Nestle</td>
<td>Pfizer</td>
<td>The Coca Cola Company</td>
<td>Ülker</td>
</tr>
<tr>
<td>Anadolu Holding</td>
<td>Coca Cola İçecek</td>
<td>EnerjisSA</td>
<td>Global Capital Management</td>
<td>İş Bank</td>
<td>L’Oréal</td>
<td>Nokia Siemens</td>
<td>Philip Morris International</td>
<td>TNT Turner Broadcasting Systems</td>
<td>Ünlü Investments</td>
</tr>
<tr>
<td>Avea</td>
<td>Danone</td>
<td>Ernst &amp; Young</td>
<td>Google Ireland</td>
<td>Janssen</td>
<td>Maersk</td>
<td>Novartis</td>
<td>Procter &amp; Gamble</td>
<td>Tofaş</td>
<td>Vodafone</td>
</tr>
<tr>
<td>BASF</td>
<td>Dell</td>
<td>Finansbank</td>
<td>Henkel</td>
<td>Kerten Private Equity</td>
<td>Massachusetts Institute of Technology</td>
<td>Novo Nordisk</td>
<td>PwC</td>
<td>Tuborg</td>
<td>Volkswagen Doğuş Consumer Finance</td>
</tr>
</tbody>
</table>
APPLICATION AND ADMISSION

Sabancı MBA welcomes applicants with a university degree in any discipline or major and a strong interest in and motivation for a managerial career. Applicants are expected to have excellent academic performance in their undergraduate studies and high TOEFL and GMAT scores. For those who are applying for Sabancı MBA, work experience, although not required, is an additional asset.

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) in signed and sealed envelopes.
- 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). 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 about the GMAT, please visit the web site www.mba.com A GMAT score that is older than five years is not accepted.
- Official English proficiency exam result: TOEFL(preferred), IELTS or Sabancı University English Language Assessment Examination® (ELAE) is accepted as English Proficiency Exam results. Photocopy of the exam results is acceptable for application, but original document should be submitted during admission. A score that is older than two years is not accepted.

<table>
<thead>
<tr>
<th></th>
<th>TOEFL</th>
<th>IELTS</th>
<th>SU ELAE*</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA</td>
<td>PBT</td>
<td>CBT</td>
<td>IBT</td>
</tr>
<tr>
<td>557</td>
<td>220</td>
<td>83</td>
<td>6,5</td>
</tr>
</tbody>
</table>

*Tuition Fee

The tuition fee is payable in installments at the beginning of each term. Every year around January the coming academic year’s tuition fee is announced on our web site.
SCHOLARSHIPS FOR THE MBA PROGRAM

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.

Some scholarships are in the form of assistantships and the recipients are required to assist in teaching activities. These assistantships correspond to different levels of tuition waiver ranging from full tuition waiver to 2/3 tuition waiver.

There are also some scholarships (without assistantship requirement) ranging from 1/2 tuition waiver to 1/4 tuition waiver.

In addition, there is the Ayşegül Arsoy Scholarship, which requires no assistantship work, while providing full tuition waiver, monthly stipend payment between September-June, free housing (in double room) or if the student lives off campus, monthly transportation support for ten months and book support.

Coca Cola İçecek International Student Scholarship

Coca Cola İçecek (CCI), Turkey’s largest beverage company, supports an international student to attend Sabancı MBA. To be eligible, the candidate must be a citizen of Kazakhstan, Azerbaijan, Kirgizstan, Jordan, Pakistan or Ukraine.

More information regarding the scholarships and assistantships is provided on our web site.
http://som.sabanciuniv.edu/en/mba/Scholarships_Mba
CLASS PROFILE (CLASSES OF 2014 and 2015)

Undergraduate Universities

- International
- Sabancı University
- Other
- Istanbul Technical University
- Middle East Technical University
- Boğaziçi University

Undergraduate Degrees:
- Engineering: 46%
- Management / Economics: 31%
- Social and Natural Sciences: 23%

Gender (%):
- Female: 49
- Male: 51

Nationality:
- Turkish: 67%
- Foreign*: 33%
  * Pakistani, Moldovan, Iranian, Colombian, Indian, Moroccan, Azerbaijani

Average Test Scores

<table>
<thead>
<tr>
<th>Test</th>
<th>Average</th>
<th>Median</th>
</tr>
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<tbody>
<tr>
<td>GMAT</td>
<td>614</td>
<td>620</td>
</tr>
<tr>
<td>TOEFL (IBT)</td>
<td>99</td>
<td>100</td>
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COMMENTS ON THE EXCHANGE EXPERIENCE

“Spending a summer semester at ESCP Europe was an enriching experience that benefited me in several ways: firstly, it made me realize that there are different ways in which businesses are conducted. I became familiar with the European approach to business, both in terms of business practice and theories, particularly in the fields of marketing and brand management. The exchange was also a good opportunity for meeting new people and expanding my professional network. Doing an exchange is something I would deeply recommend to every MBA student!”

Mihailo Terzic
Sabancı University MBA, Class of 2013
2012 Summer Exchange Student ESCP, FRANCE

“The National University of Singapore is a comprehensive research university located in Singapore. Founded in 1905, it is the oldest higher learning institute in Singapore, as well as the largest university in the country in terms of student enrolment and curriculum offered.

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. I had been in the Europe and Americas before, therefore that was my first time in Asia. 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. I met with many students whom were coming from the different parts of the world. 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. Another great fact is related to the food; the food in Singapore tastes great. Meals are full of nutrition. If you go there, do not forget to eat chicken rice. Also, the school has many swimming pools and gyms that you can use for free.

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.

Esin Hezer
Sabancı MBA, Class of 2014
2013 Summer Exchange Student
National University of Singapore, SINGAPORE
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

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

Ulf NILSSON
B.Sc., Jonkoping International Business School, Sweden / M.Sc., Jonkoping International Business School, Sweden / Ph.D., Jonkoping International Business School, Sweden
Areas of Interest: Management accounting, cost management, the balanced scorecard & performance measurement

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
Network Faculty Members

Erol BALKAN
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

Tamir AGMON
Graduate School of Business, the College of Management, ISRAEL / Ph.D., University of Chicago, USA
Areas of Interest: Innovation finance, international finance, economics of international business

MANAGEMENT and STRATEGY

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

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

Işın 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

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
Network Faculty Members

Edward F. MCDONOUGH
Northeastern University, USA / Ph.D., University of Massachusetts, USA
Areas of Interest: Focused on how companies effectively manage new product development and promote organizational innovativeness

Philippe RİOT
EM Lyon FRANCE / Ph.D., University of Paris - La Sorbonne, France
Areas of Interest: Strategic change, strategy implementation, strategy and structures, sociology of organizations, strategy and finance

Tuğrul ATAMER
EM Lyon, FRANCE / Ph.D., University of Grenoble, France
Areas of Interest: Strategic change, dynamics of industries, euroglobalization of industries, international

Zeki ŞİMŞEK
University of Connecticut, USA / Ph.D., University of Connecticut, USA
Areas of Interest: Strategic management, strategic entrepreneurship, interorganizational networks and corporate governance and valuation

Practice Faculty Members

Hasan ERSEL
Ph.D., Ankara University, Turkey
Areas of Interest: Financial economics, decision theory, economic justice

Melsa ARARAT
Corporate Governance Forum, Turkey / Ph.D., Istanbul University, Turkey
Areas of Interest: Strategy, corporate governance

Noam EBNER
Tachlit Mediation Center, Israel / LL.B., Hebrew University, Israel / LL.M., Hebrew University, Israel
Areas of Interest: Conflict resolution, international conflicts, and negotiation skills

Ziya BOYACİGİLLER
Mentor Investor / M.Sc., University of California Los Angeles, USA
Areas of Interest: Entrepreneurship, strategy and competition

Part-Time Faculty Member

Betül GEMALMAZ
M.Sc., Management Sciences, University of Hull, England
Areas of Interest: Project management, coaching / mentoring
**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

**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

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**Network Faculty Member**

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

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**Practice Faculty Members**

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

**Yusuf SONER**
AMP, Harvard Business School / Ph.D., Yeditepe University
*Areas of Interest:* Sales management
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

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

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., Bilkent University, 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

Emine BATİSLAM
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

Operations Management and Information Systems
Network Faculty Members

David GOLDSMAN
Georgia Institute of Technology, USA / Ph.D., Cornell University, USA
Areas of Interest: Computer simulation with emphasis on statistical output analysis, applied probability and statistics, ranking and selection, time series analysis, reliability and life testing, and the application of these areas in industrial engineering

Haluk DEMİRKAN
Arizona State University, USA / Ph.D., University of Florida, USA
Areas of Interest: His research examines the dynamics created by the emergence of service-oriented paradigm (service science), evidence based management (business intelligence and analytics)

Selçuk ERENGÜÇ
University of Florida, USA / Ph.D., Indiana University, USA
Areas of Interest: Flexible manufacturing systems, project management and scheduling, supply chain management

ORGANIZATION

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 ÜSDİKEN
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

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
GRADUATE AS A PROFESSIONAL